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A global investigation into the social domain of corporate social responsibility and sustainability among local communities, governments and corporations

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A global investigation into the social domain of corporate social responsibility and sustainability among local communities, governments and corporations: innovative social responsibility or pretense.

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A GLOBAL INVESTIGATION INTO THE SOCIAL DOMAIN OF CORPORATE
SOCIAL RESPONSIBILITY AND SUSTAINABILITY AMONG LOCAL

COMMUNITIES, GOVERNMENTS AND CORPORATIONS: INNOVATIVE
SOCIAL RESPONSIBILITY OR PRETENSE?

A Dissertation

Submitted to the Graduate Faculty of Tilburg
University
in partial fulfillment of the requirements for the
degree of Doctor of Social Science

in

The School of Social and Behavioral
Sciences

by

Monica Thiel
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ABSTRACT

Corporate Social Responsibility (CSR) and sustainability are increasingly gaining global importance across all sectors and industries and have become standard reporting for corporations and governments. However, the current meanings of CSR and sustainability are constructed within social relationships that do not result in equal accountability for all actors. The construct of each domain is measured separately and integrated within preconstructed theoretical models. There has not been much reconstruction of each domain, as this would require a dramatic shift institutionally across disciplines worldwide. Thus, a blurring of CSR and sustainability discipline boundaries is required to reduce social responsibility pretense for greater meanings and sense making of social responsibility among corporations, local communities and governments (Gergen, K.J. & Gergen, M., 2008). The social domain is the least discussed and developed in comparison to the environmental and economic domains (Opp & Saunders, 2012). Furthermore, there are neglected and one sided social domain concepts of sustainability and CSR (Littig & Griebier, 2005; Marquis, Glynn & Davis, 2007; Wiersum, 1995) in that corporations carry the weight of social responsibility while government initiates regulatory behavior for societal welfare leaving little attention to the lack of reciprocal CSR and sporadic participation from individuals and local communities. The intention of this study is twofold. First, to examine employees, management and senior management from corporations and federal, state and local governments self-reported level of CSR and sustainability in their organization as measured by a quantitative survey and qualitative interview. Second, to examine participants from corporations, governments and non-profits/NGOs perceptions of trust, competitiveness, and values/beliefs regarding social responsibility challenges among local communities, governments and corporations. The quantitative and qualitative data results show that individuals and local

communities reciprocate trust and are dependent upon governments for social responsibility with a gap in the relationship between local communities and corporations. A significant association was observed within the role of individual accomplishment and personal trust in social responsibility and competitiveness among local communities, governments and corporations resulting in one alternative hypothesis. Recommendations and potential outcomes provide corporations with revised social risk indicators and societal strategies for determining formal and informal societal direction on economic and natural environmental returns, and transdisciplinary approaches for discipline fragmentation and problem formulation for challenging local communities to reciprocate social responsibility with corporations in a global volatile economy. In addition, recommendations and potential outcomes for governments include examination of societal competitiveness beyond economic, technological and societal well-being, positive and negative effects of social cohesion, and differing local community mindsets for local, regional, national and global competitive advantage.

Chapter 1 INTRODUCTION TO THE RESEARCH

This research focuses on social responsibility among local communities, corporations, and governments. In addition, the study addressed an underdeveloped social domain in CSR and sustainability and four dependent variables: social responsibility, trust, competitiveness, and values and beliefs, with age group, gender, education level, management level, nationality and ethnicity as independent variables. Furthermore, social responsibility overlaps societal progress and societal advancement to increase individuals and local communities' capacity for national and global competitive advantage within economic, environmental and social means above and beyond socio-economic progress. Moreover, the study investigated possible associations and outcome expectancies of the variables between local communities, governments and corporations.

This chapter begins with a background of CSR and sustainability including social well-being, stakeholders as society, societal values and expectations, social progress, and business and societal competitiveness. In addition, the research study describes the research problem, gaps in the literature, research purpose and questions, and the significance of the study to practitioners in the private, public, international development, non-governmental organizations and non-profits across sectors and industries. This chapter concludes with discussion of unbalanced social responsibility between corporations, local communities and governments.

1.1 Background of the Research Problem

Currently, the theory and practice of CSR and sustainability are driven largely by the voluntary nature of stakeholders without accountability from the government, civil, and business sectors. Apparently, local communities are not held to the same social responsibility standards as corporations. Rather, it is corporations and governments. Corporations and governments can be

self-serving, but so can society. Furthermore, local communities form their own united groups or corporations. Therefore, why is this issue not being addressed in theories of CSR and sustainability? Why should local communities be trusted for economic and societal progress without accountability from corporations and governments? Stakeholder accountability is necessary due to how local communities create meaning and power to express and maintain their self-interest, reliability, and competitive advantage over other groups. Furthermore, without responsible and competitive stakeholders, Sustainability and CSR will not produce sustainable value locally, nationally, regionally and globally.

1.1.1 CSR Definitions, Theories and Methods

CSR literature lacks consensus for a standard definition. Typically, many people who are familiar with the concept will initially define CSR within three domains of social, economic and the natural environment. In general, CSR literature emerged from differing theories and methods such as shareholder value, strategic competitive advantage, marketing, corporate constitutionalism, integrative social contract theory, corporate citizenship, issues management, public responsibility, stakeholder management, corporate social performance, stakeholder normative theory, universal rights, sustainable development, and the common good (Garriga & Mele, 2004; McWilliams, Siegel & Wright, 2006). However, some scholars suggest five common distinctions of CSR as “voluntariness, responsibility, creation of value, plural objectives, and respect for man and nature (De Prins, Derooght, Janssens & Molderez, 2009) or overlapping relative rules (Matten & Crane, 2005). Aguilera, Rupp, Williams and Ganapathi (2007) define CSR “beyond the narrow economic, technical and legal requirements of the firm to accomplish social (and environmental) benefits along with the traditional economic gains which

the firm seeks” (p. 836). Unsurprisingly, CSR has also been described as corporate citizenship and corporate social performance (McWilliams, Siegel & Wright, 2006).

Furthering the complexity of broad CSR definitions and methodologies is how each theory and method addresses the social domain of CSR. Gond and Matten (2007) propose, “the current limitations of the field lie in its limited conceptual appreciation of CSR as a social – rather than just a corporate phenomenon” and contributes towards “a narrow understanding of CSR as a social phenomenon” (p. 3) which explains most of the challenges encountered in theory building and assessment (Aguilera, Williams & Ganapathi, 2007). Furthermore, broad differences in CSR may account for explicit organizational responsibility in societal interests and implicit norms, values and rules responsibility within formal and informal institutions (Matten & Moon, 2008). Overall, most social and broad CSR methodologies inspire companies to engage with their stakeholders voluntarily in their business practices (Shamir, 2005) resulting in limited social performance.

1.1.2 Sustainability Definitions, Theories and Methods

Similar to CSR, there are numerous sustainability definitions and methods (Lopez, Garcia & Rodriguez, 2007; Hoge & Waas, 2011). Generally, sustainability is described as economic, social and environmental dimensions with a strong emphasis on protecting the natural environment. Sustainability literatures are frequently described as the environmental domain, environmental and social domains, and /or the ecological, economic and social domains (Littig, & GreBier, 2005; Wiersum, 1995). Parris and Kates (2003) propose sustainable development indicators are not globally recognized due to differing measurement purposes, conflicting definitions, data and methodologies and the definition abstraction. Furthermore, Costanza and Patten (1995) suggest most definitions of sustainability suggest present actions will create

permanence in the future thereby creating a life span that is unsustainable within the system's time and space scale. For these reason, sustainability has often been described as a tremendous problem (Norton, 2005; Raffaele Robinson & Selinger, 2010; Brunders & Wiek, 2010). Therefore, this may imply that sustainable development is strictly market and not social driven (Stuckelberger, 1999). As a result, sustainable development is driven by economic factors and does not adequately incorporate the social domain as a key component in successful development.

1.1.3 Socio-Economics as Social Responsibility in the Social Domain

The social sciences as socio-economics have always played a role in the concept of CSR (Garriga & Mele, 2004). For example, consumer, employee and occupational health and safety are some of the socio-economic standards used to depict social responsibility in the social domain (Tumay, 2009). Consequently, an under developed social domain drives CSR social initiatives within socio-economics. Mihelcic, et al. (2003) defines the social domain within sustainability as socio-economic driven with the following definition “the design of human and industrial systems to ensure that humankind's use of natural resources and cycles do not lead to diminished quality of life due either to losses in future economic opportunities or to adverse impacts on social conditions, human health and the environment” (p. 5315). As a result, understanding economic and social processes within interactions among societal variables is inadequate (Meadowcroft, 2002). Furthermore, the human component of sustainability science may be following the social domains of CSR and sustainability in that the social is simply supporting the socio-economic needs of society. Although some scholars address decision-making and other psychological theories into understanding society within sustainability, the

social impacts and outcomes are apportioned and portrayed as socio-economic progress and do not introduce greater social progress.

1.1.4 Social Well-Being as Social Responsibility in the Social Domain

Social well-being (Prescott-Allen, 2001) and social development (Polanyi, 2001) plays a central role in social sustainability. However, economic and social development does not emerge and move in balance within sustainable development (Magis & Shinn, 2009). Therefore, highlighting the primary role of societal well-being creates limitations to advance the social domain of sustainability. Furthermore, the emphasis on societal welfare and social well-being appease the social domain as supporting people's needs and issues while promoting a passive and sporadic participatory role of society in sustainability. Moreover, focusing on societal well-being issues such as gender equality, equity, participation and social justice is supporting social fragmentation due to differing individual and societal ontological preferences.

Parris and Kates (2003) describe the social domain in sustainable development as a community of cultures, groups and places, society institutions, social capital, states and regions, people as child survival, life expectancy, education, equity and equal opportunity while Dahlsrud (2006) identifies the social domain of CSR as “the relationship between business and society” whereby corporations “contribute to a better society”, “integrate social concerns in their business operations” and “consider the full scope of their impact on communities” (p. 4). Thus, individuals are autonomous and are free to create value for themselves within mutual interests of stakeholders without reciprocation to the corporation. Furthermore, companies seem to have the upper hand in how poverty reduction will proceed through “profit-making, win-win situations and consensus outcomes in multi-stakeholder arrangements” without critical “developing impact assessment” (Prieto-Carron, Lund-Thomsen, Chan & Bhushan, 2006, p. 978). As an illustration,

the local community provides permission for a company to develop operations and receive benefits from the company's financial and social contributions to the local community (Freeman, 2002).

1.1.5 Stakeholders as the Social Domain

Examining stakeholder engagement is vital for understanding societal expectations within the social domain of CSR and sustainability (Freeman, 1984; Freeman, Harrison & Wicks, 2007). Similarly, sustainability challenges are complex problems that necessitate stakeholder participation (Wiek, et al., 2012). Alon, Fetscherin, Li and Schneider (2010) portray stakeholder concerns within the community as culture, education, well-being, public safety, and protection of the natural environment. Nevertheless, there are differing levels of engagement that could change at any time and impinge a corporation's sustainability initiatives negatively. Therefore, focusing on key stakeholders helps to provide better management of societal uncertainty and complexity. However, some CSR scholars argue measurement inaccuracies (Waddock & Graves, 1997) and potential future events (Ulmann, 1985) promote theoretical and empirical restrictions of the social domain. Furthermore, "current sustainability science efforts do not sufficiently engage with the affected and responsible stakeholder groups, and fail in contributing significantly to solution options and transformational change" (Wiek, et al., 2012). This may result in stakeholder unsuitability (Wood & Jones, 1995) and limitations of relationships between corporations and society. For instance, "roles of CSR in community development refer to the ways the responsible behavior is perceived by a community of stakeholders and how impacts are felt by them" (Ismail, 2009, p. 207). This implies corporations are responsible for the well-being of societal benefits without reciprocation from society. As a result, corporations are limited in

their social impacts and initiatives because society separates itself from the responsibility relationship and deliberates responsibility to the corporation.

1.1.6 Unbalanced Social Responsibility between Corporations, Local Communities and Governments

Developing a society based on meeting its needs without responsibility and competitiveness is unsuitable. Furthermore, not all uncertainties within the social decision-making domain will be resolved (Newig, Pahl-Wostl & Sigel, 2005). Corporations frequently struggle with local community engagement and responsibility. Nolen et al., (2004) describe perplexing situations where “local customs contradict basic rights, laws are lacking and local laws contradict basic rights”. “Indicators must be relevant to local people (Corbiere-Nicollier et al., 2002) and develop over time as communities become involved and existing conditions change (Carruthers & Tinning, 2003). In summary, the social domain in CSR and sustainability does not adequately address society’s role in social responsibility. Instead, the social domain describes people surrounding CSR and sustainability initiative and issues. Furthermore, the social domain is defined as romanticizing innocent people in society with rights and privileges of sporadic participation that demand higher social responsibility standards from governments and corporations without reciprocation to the government or corporations upon whom they depend upon for their well-being.

CSR and sustainability definitions, theories and methods are socially constructed in similar and very diverse ways, and are crucial for understanding multiple realities of social responsibility within local communities, governments and corporations. Furthermore, the social domain has many differing definitions, methods and theories of society’s role and the local community’s role in social responsibility resulting in non-reciprocal social responsibility from

local communities to corporations. Thus, the social domain is often described as socio-economics, social well-being, and stakeholders creating the potential for social responsibility pretense. Consequently, a more accurate representation of social responsibility could be accomplished through investigating society's role and construction of CSR and sustainability. Furthermore, where do CSR and government responsibility end and the local community's responsibility begin? Apparently, personal and societal freedom precludes responsibility from the informal society requiring the formal society within institutions and partnerships and alliances to sustain social responsibility while individuals and local communities within the informal society are free to drive and construct social responsibility ad hoc. Henceforth, pretense is socially constructed and sustained by the formal and informal society due to unbalanced social responsibility between local communities, governments and corporations. "Responsibility, does not arise from within people nor can it be imposed externally by some supraindividual body. Rather, it depends on the structure and form of our social relations and the way people are located within them" (McNamee & Gergen, 1999, p. 79). Moreover, the local community's role is oftentimes "culturally constructed" for its own collective future (Gergen, 2000, p. 4). This research study addresses new theoretical tools for transformation of society's role in social responsibility within CSR and sustainability.

1.2 Statement of the Research Problem and Knowledge Gaps

There is much literature published about the role of CSR and sustainability for corporations and governments (Clarkson, 1995; Williams & Aguilera, 2008). However, little attention highlights one sided social domain concepts of sustainability and CSR (Littig & Griebier, 2005; Marquis, Glynn & Davis, 2007; Wiersum, 1995) as corporations carry the weight of social responsibility while government initiates regulatory behavior for societal

welfare leaving little attention to the lack of reciprocal social responsibility and sporadic participation from local communities. In addition, the social domain is discussed significantly less than the environmental and economic domains (Opp & Saunders, 2012). In general, scholars depict social responsibility in CSR as business and society reciprocation (Bowen, 1953; Heald, 1970; Carroll, 1999; Preston, 1975; Preston & Post, 1975; Wood, 1991; Margolis & Walsh, 2003; Orlitzky, Schmidt & Rynes, 2003; Garriga & Mele, 2004; Dentchev, 2004; Kotler & Lee, 2005; Falck & Heblich, 2007). The Iron Law of Social Responsibility indicates “Society grants legitimacy and power to business. In the long run, those who do not use power in a manner which society considers responsible will lose” (Davis, 1973, p. 314). Moreover, according to Carroll (1979) it is the role of business leaders to decide which domains of CSR the company will emphasize and implement social responsibility. Thus, it is the responsibility of a company for the impact of its decisions and activities on society and the environment including the health and welfare of society, expectations of stakeholders, and compliance with laws consistent with international norms of behavior. This further displays “social responsibility being accountable for the social affects the company has on people – even indirectly” (Uddin, Hassan & Tarique, 2008, p. 205). Evidently, social responsibility has developed with businesses managing societal responsibility expectations, leaving social responsibility, the obligation of corporations and not society.

1.2.1 Values and Societal Progress

Social responsibility encompasses values that must be changed. Societal values play a significant role in shaping society (Wartick & Wood, 1998). Similarly, societal knowledge and values are reciprocated in corporations according to current societal standards (Van Marrewijk & Were, 2003; Noren, 2004). Kumar, M. and Kumar, P. (2007) propose the non-existence of

markets for many biological resources in ecosystem services imply that the social value of biological resources cannot be derived from simple aggregation of their values to individuals in society, the sum of their private values. Since markets do not account for biological impacts, examination of values is necessary to determine uncertainties, risk and lack of knowledge (Weterings & Opschoor, 1994). Should corporations incorporate society's values or should corporations restrict societies' values and concerns as these values may reduce a firm's capacity to progress and compete? Nolen, et al., (2004) suggests, "Companies must be responsible for implementation and respect of rights and freedoms" and should not be held responsible for "all international rights and freedoms because the states do not uphold basic rights". Rights and freedoms play a critical role in social responsibility and are not static and universal. Moreover, rights and freedoms may consist of differing societal standards that are socially driven expectations of societies and communities preferred ontology and customs within the household or local community, while requiring universal societal standards from companies. As a result, specific social constraints should be managed by corporations to increase corporate profits. Therefore, reciprocal societal standards require cautious selection by corporations for growth of business CSR activities as associated with erosion and dismantling of institutionalized social solidarity (Kinderman, 2010). Thus, meeting society's expectations without societal reciprocation weakens a company's capacity to foster and sustain social responsibility.

Social progress is a vital component of social responsibility because it challenges and addresses the lack of social responsibility and social competitiveness in society beyond legal compliance within the social domain of CSR and sustainability. Income and poverty-driven social responsibility limits crucial reciprocation from local communities for effective social responsibility and social progress with corporations and governments. Therefore, why is society

permitted to demand greater social responsibility from corporations and not in the local communities? Does society support one standard of social responsibility and progress for individuals and another standard for corporations (Windsor, 2001)?

How much should companies take responsibility when local communities can participate at will? It could be argued this is due to greater wealth creation opportunities of business. Therefore, local communities justify and demand greater social responsibility from corporations than from themselves. Furthermore, if society is not willing to contribute to solve societal problems, the government will lack the revenue to do its job, and will require corporations to drive social responsibility (Avi-Yonah, 2006). Moreover, is social responsibility the job of corporations instead of government? (Levitt, 1958; Friedman, 1970). Clearly, this approach depicts society as having significant control over corporations with little or no reciprocation from society's responsibilities towards corporations. In addition, it suggests corporations cannot require greater social responsibility from society, but society can require more social responsibility from business. Lastly, local communities may have greater impact on social progress than corporations due to the less selective demands and views of social progress in local communities.

1.2.2 Competitiveness in Social Responsibility

CSR is considered a driver of competitive advantage (Donaldson & Preston, 1995), competitiveness and corporate reputation (Porter & Kramer, 2006; McWilliams, Siegel & Wright, 2006; Branco & Rodrigues, 2006) and sustainable competitive advantage (King, 2002; Adams & Zutshi, 2004). For these reasons, governments are viewing CSR codes of conduct as a cost-effective means to enhance sustainable development strategies and as a component of their national competitiveness strategies to compete and position their exports globally (Petkoski &

Twose, 2003). In contrast, some scholars such as Marcus and Anderson (2006) research findings indicate various factors that influence CSR and competitive advantage. As an illustration, progressive corporations and financial institutions view CSR and sustainable investments as a competitive advantage or a minimum requirement for risk mitigation (Petkoski & Twose, 2003). Similarly, managing community relations may reduce risk and create an opportunity for competitive advantage (Berman, Wicks, Kotha & Jones, 1999).

Competitiveness in CSR and sustainability is a strategic approach of many companies (Collin & Porras, 1994; Gladwin, Kennelly & Krause, 1995; Makower, 1994; Scott & Rothman, 1994; Reinhardt, 1998; Dutta, Lach & Rustichini, (1995; Hoppe & Lehman-Grube, 2001) for first mover advantage and to enhance improvement (McWilliams & Siegel, 2000). Other companies may also include resource strategies for environmental social responsibility (Hart, 1995; McWilliams, Van Fleet & Cory, 2002). Since competitive advantage is defined as an economic driven phenomenon in CSR, this is the primary reason competitiveness is not defined within a social context of CSR and sustainability. It is observable that human evolution and culturally adaptive systems are competing and strategically played in human-environment systems. Human and environmental systems play a strategic role within resilience to natural and human activity disturbances (Mayer, 2007). Therefore, competing human and social systems should be reflected in CSR and sustainability to evaluate human and social impacts on environmental systems, and unevenly proportioned social responsibility among local communities, governments and corporations.

Competitiveness in CSR is also driven by relationships (Carroll & Shabana, 2010) and is an integral part of the widening and deepening of market-relations, of the re-structuring of social relations away from post-war institutions (Kinderman, 2011). Relationships can drive new norms

that articulate the social expectations for business (Scott, 2004). However, the lack of recognition of societal responsibility and social competitiveness values in the societal progress indexes (Becic, Mulej & Svarc, 2012) promote a little social and personal development in local communities that is so crucial for determining social responsibility among local communities, governments and corporations. For example, are competitors stakeholders? Is the local community a competitor?

Business and societal competitiveness is vital for social progress. However, CSR and sustainability currently establish competitiveness as the role and responsibility of corporations for economic development. Since competitiveness is relationally driven in CSR and sustainability, how can corporations sustain social responsibility without reciprocation from local communities? Furthermore, how can corporations remain competitive in social responsibility if the local community does not reciprocate? As a consequence, competitiveness in CSR and sustainability is economic and not socially driven because local communities do not reciprocate social competitiveness, thereby leaving corporations to compete economically.

1.3 Conclusion and Summary of Research Methodology and Contribution

In summary, current social domain constructs in CSR and sustainability contributes towards unbalanced social responsibility among corporations, governments and local communities. The current literature of CSR and sustainability drive social responsibility within a narrow social domain portraying the social as socio-economic, social sustainability, social welfare, social well-being, and stakeholders. Consequently, the narrow social domain often limits social responsibility between corporations, governments, and local communities. The lack of social responsibility from local communities sustains questionable societal values, expectations, and decreases social progress due to a lack of critical social and personal

development that is crucial for increasing social responsibility among local communities, governments, and corporations. Furthermore, competitiveness in CSR and sustainability is relationally driven, thereby requiring greater societal competitiveness and social responsibility from local communities for reciprocation to corporations and governments. Therefore, an underdeveloped social domain and unbalanced social responsibility reveals a gap in the knowledge of CSR and sustainability resulting in an underdeveloped social domain, and unbalanced social responsibility among corporations, governments and local communities.

1.3.1 Statement of Purpose

This research study will contribute to the fields of CSR and sustainability by developing:

1) greater understanding of social responsibility within local communities, corporations and governments, 2) identifying and reducing unequal social responsibility outcomes from local communities, governments and corporations and 3) identifying a weak and inadequate social domain in CSR and sustainability.

1.3.2 Research Questions and Hypotheses

The following research questions are explored through a web-survey and interview questions. The interview questions are divided into two sections. The first section consists of 11 questions for employees that are knowledgeable of CSR and sustainability. The second section is comprised of 12 questions for employees that are new to CSR and sustainability. Most, participants were knowledgeable of CSR and sustainability. Thus, section one was utilized for all participants. The research questions are: 1) is social responsibility in local communities dependent upon corporations to increase local, regional and national competitive advantage? 2) are local communities dependent upon governments to impact and increase national and global competitive advantage? 3) are governments and corporations dependent upon local communities

for social responsibility that results in increasing local, national and regional competitive advantage? Three hypotheses were developed based upon the research questions. The first hypothesis reads, if local communities are held accountable for social responsibility by corporations, then local, national and regional competitive advantage will increase. Hypothesis two reads, if governments hold local communities accountable for national competitiveness and social responsibility then local communities will become a driving force for national and global competitive advantage. The last hypothesis reads, if local communities hold governments and corporations accountable for social responsibility then local, national and regional competitive advantage will increase. In summary, the three research questions and hypotheses examine multiple realities of social responsibility among local communities, governments and corporations and the impacts for local, regional and national competitiveness.

1.3.3 Unit of Analyses

Data from the web-based survey and interview questions are collected from staff, management, and senior management across sectors and industries in corporations, federal, state, and local governments, and non-profits/NGOs worldwide. In addition, the unit of analyses includes individuals, groups, organizations, country, regional, local, ethnicity, gender and educational levels.

1.3.4 Overview of Methodology

Quantitative data will be gathered by multi-method questions such as open-ended and close-ended questions and rating and ranking questions, yes/no, 3-10 point Likert scales, intensity paired importance and demographic unscaled response lists. The web-based survey was divided into four sections. The first section focuses on social responsibility within CSR and sustainability followed by competitiveness, trust and values and beliefs. The quantitative data

will be analyzed with descriptive and inferential statistics and stratified by gender, education, age and management levels. The qualitative data implemented interview questions are based upon three domains in CSR and sustainability with a focus on social responsibility and the social domain. Qualitative data analysis is accomplished by thematic analysis and code development followed by stratification of gender and sector.

1.3.5 Significance of Study and Contribution

This research study will: 1) help local communities, corporations and governments to identify and manage challenges and gaps of social responsibility in CSR and sustainability and 2) establish greater understanding of the role of society within multiple realities of CSR and sustainability. The study will contribute to: 1) better understanding of CSR and sustainability discipline fragmentation, 2) cultural and social fragmentation in CSR and sustainability, 3) unequal gaps and risks in social responsibility, and 4) suggestions for further research.

Chapter 2 REVIEW OF RELEVANT LITERATURE

This chapter provides a review of empirical studies and seminal theoretical works in CSR and sustainability literature with a specific focus on the social domain. CSR and sustainability are discussed as two disconnected concepts due to how CSR and sustainability and how this is often defined as interchangeable and separate. In conducting the literature review, social themes and theories were highlighted and selected based upon frequency, research study questions and hypotheses resulting in a CSR and sustainability synthesized outline. This chapter begins with a broad discussion of CSR and sustainability definitions, various social domain theories and methodologies followed with analysis of the challenges and limitations of social responsibility within current sustainability and CSR frameworks. A comprehensive discussion of the social domain's focus on socio-economics, societal well-being, social sustainability and stakeholders is considered limiting society's role in social responsibility. Finally, the chapter closes with examination of social responsibility constructs such as societal values and expectations, social progress and business and societal competitiveness in CSR and sustainability and how these constructs are linked to social responsibility in the social domain and its implications among corporations, governments and local communities.

2.1 Evolution and Definitions of CSR

For purposes of this research study it is important to highlight similar and varying definitions and methodologies of CSR and sustainability as this will create a foundation for examination of the social domain in CSR and sustainability. Accordingly, this section of the literature review will begin with an analysis and discussion of CSR concluding with sustainability properties and assessments. There is no known specific originating date for CSR. De Bakker, Groenewegen, De & Hond (2005) suggest little unanimity concerning the actual evolution of CSR. Generally, the responsibility concepts of CSR emerged out of the progressive

era with Adam Smith (Wartick & Cochran, 1985) and the Quakers in the 17th and 18th centuries (Amaeshi, Ezeola, Bongo & Nwafor, 2007). Spector (2008) suggests the origins of CSR began in 1945- 1960 when CSR aligned capitalism against communism. Other scholars suggest CSR originated in 1953 with Bowen's book, *Social Responsibilities of Businessmen* (Gond & Crane, 2008; Wartick & Cochran, 1985). Carroll, a leading proponent of CSR, defined and moved social responsibility to corporate social responsibilities (Garriga & Mele, 2004; Gond & Matten, 2007; Windsor, 2001) developing a pyramid framework of CSR that is widely recognized and used by proponents of CSR (Windsor, 2001). Each dimension of CSR is still a highly contested terrain – how much corporations should set the agenda, what standards for social responsibility are acceptable and to whom the company is ultimately responsible (Brammer, Jackson & Matten, 2012). Furthermore, CSR is frequently defined broadly with no consensus (Votaw & Prakash, 1973; Banerjee, 2001). Overall, CSR literature developed within different theories and approaches such as shareholder value, strategic competitive advantage, marketing, corporate constitutionalism, integrative social contract theory, corporate citizenship, issues management, public responsibility, stakeholder management, corporate social performance, stakeholder normative theory, universal rights, sustainable development, and the common good (Garriga & Mele, 2004; McWilliams, Siegel & Wright, 2006). Having established a lack of consensus and much ambiguity in the definition of CSR, the next section of the literature review will examine CSR methodologies and theories.

2.2 CSR Theories and Methodologies

Accordingly, having examined the definitions and evolutions of CSR, it is now necessary to briefly review primary social and broad CSR methodologies and theories in the social domain. Graffland, Eijffinger, and Smid (2004) summarize methodological concerns among CSR

ethicists such as monism, commensurability of various values, disregard of intentions, subjectivity of valuation, context vs. moral actions, problem of communication, stakeholder inequality, and company control that intimately result in social performance fuzziness. Furthermore, CSR methodologies are inconsistent (Waddock & Graves, 1997; Ruf, Muralidhar, Brown, & Janney, 2001; Margolis & Walsh, 2001; Van Beurden & Gossling, 2008). Some CSR social methodologies highlight philanthropy and key stakeholders (Longo, Muran, & Bonoli, 2005; Sasse & Trahan, 2007) while other CSR methods employ legal compliance (Juholin, 2004) combining a variety of CSR variations (Quazi & O'Brien, 2000; Uhlaner, Van Goor-Balk, & Masurel, 2004). Overall, most social and broad CSR methodologies encourage companies to interact with their stakeholders voluntarily in their business practices (Shamir, 2005). It is clear from the literature that social and broad CSR methodology and theories are varied originating from a diffused and corporate construct resulting in limited social performance.

2.3 The Interchange of CSR and Sustainability

Before examining the definitions and methodologies of sustainability, it is beneficial to briefly emphasize how CSR and sustainability are defined interchangeably in the literature review, as this will provide a broad social domain scope for discussion of social responsibility within the social domain. Examination of philosophy such as in Aristotle and Kant, and other subject fields within natural environment suggest the concepts of CSR and sustainability has been around for many decades. As a consequence, CSR may simply be a social construction (Dahlsrud, 2006; Kumar, M. & Kumar, P., 2007). Likewise, sustainability is primarily normative and socially constructed (Lafferty & Meadowcroft, 2000; Haughton, 1999; Hoge & Waas, 2011).

Some of the literature discusses the concepts of CSR and sustainability as interchangeable (Palmer & Poff., 1997; Hopwood & O'Brien, 2005; Robinson, 2004; Du Pisani,

2006; Sneddon, Howarth, & Norgaard, 2006; Dahle, 1998; Lozano, 2008; Kuhlman and Farrington, 2010). Nolen, Shipman, and Rui (2004) propose CSR is the way in which businesses create sustainable development. Similarly, Huge and Waas (2011) suggest, CSR is interpreted in his own way and incorporates sustainable development as its motherhood concept.

CSR and sustainable development are generally defined as three dimensions consisting of economic, environment, and social (Littig & GrieBier, 2005). However, “very little literature has been published on how organizations can achieve success in all three areas at once” (Mersereau & Mottis, 2011, p. 33). It is clear from the literature that CSR and sustainability share common definitions and goals. This will be further examined and discussed within the social domain and social responsibility literature review sections to establish how the interchange of CSR and sustainability contributes to limiting social responsibility and social performance.

2.4 Sustainability Properties and Assessments

This section of the literature review will briefly discuss primary definitions and methods of sustainability to provide a strong foundation for examination and discussion of the social domain in CSR and sustainability. There are a plethora of sustainability definitions and methods (Lopez, Garcia & Rodriguez, 2007; Huge & Waas, 2011). Sustainability literatures are often partitioned as the environmental domain, environmental and social domains, and /or the ecological, economic and social domains (Littig, & GreBier, 2005; Wiersum, 1995). Parris and Kates (2003) suggest sustainability differs globally due to differing metrics, varying definitions, data and methodologies. Moreover, Costanza and Patten (1995) suggest most definitions of sustainability infer current actions will create durability in the future thereby creating a sustainable life system. As a result, sustainability has frequently been described as a wicked problem (Norton, 2005; Raffaele Robinson & Selinger, 2010; Brunders & Wiek, 2010).

Furthermore, the concept of sustainable development is defined abstractly (Lele 1991; Batie, 1989; Norgaard, 1994). Having established there are numerous contrasting definitions and methodologies of CSR and sustainability, the next section of the literature review will examine how this limits and affects the social domain and social performance of CSR and sustainability.

2.5 The Narrow Social Domain of CSR and Sustainability

As previously discussed, the social domain in CSR and sustainability is an outcome of varying CSR and sustainability definitions and methodologies. This section of the literature review will examine and discuss primary social dimension constructs and methods such as societal well-being, socio-economics, social sustainability, and stakeholders that are used to describe the social domain in CSR and sustainability. This analysis will help determine the limitations and challenges of social responsibility frameworks among local communities, governments, and corporations in the following section.

2.5.1 The Social as Socio-Economics

The social sciences as socio-economics play a primary construct in CSR (Garriga & Mele, 2004) and is often described as consumer, labor and occupational health and safety. (Tumay, 2009). However, that role is very limited and has not developed society within the social domain of CSR as most CSR social initiatives are not intended to tackle social issues beyond socio-economics. The social dimension of CSR and sustainability is difficult to define and primarily focuses on economic and environment dimensions with a focus on the socio-economic benefits and welfare of society. On the other hand, Amaeshi, Osuji and Nnodim (2008) suggest “widespread agreement on some form of corporate responsibility for social issues” (p. 3).

Mihelcic, et al. (2003) defines the social within sustainability as socio-economic driven to ensure “that humankind’s use of natural resources and cycles do not lead to diminished quality of life due either to losses in future economic opportunities or to adverse impacts on social conditions, human health and the environment” (p. 5315). Likewise, Turner, II et al. (2003) define the human conditions as social/human capital and endowments (e.g., population, entitlements, institutions, economic structures), which can be summarized as socio-economic conditions. Moreover, neo-classical economics determines how people respond to the cost of gains and losses in environmental inquiry (Daly, 1977; Ekins, 1992; Jacobs, 1991; Norgaard, 1994; Redclift, 1999). The human component of sustainability science may be following the social domains of CSR and sustainability in that the social is simply meeting the socio-economic needs of society. Furthermore, sustainable development is primarily driven by economic and environmental factors and does not equally embed the social domain as a key factor in successful development. Although some scholars examine decision-making and other psychological theories into understanding society within sustainability, the social impacts and outcomes are measured and depicted as socio-economic progress and do not incorporate more of social progress. For example, environmental planning generally defines the social dimensions as socio-economic systems and social learning (Selman, 1999).

This literature subsection clearly demonstrates that socio-economics plays a strong role in social performance of CSR and sustainability. However, the focus on socio-economic growth is inadequate for social responsibility. Corporations are reporting their social activities, but it is difficult to determine social progress and social performance due to an underdeveloped social domain. Consequently, the economic domain drives sustainability followed by environmental

and social aspects in sustainable development. The next subsection will examine and discuss the role and impact of social sustainability within the social domain of CSR and sustainability.

2.5.2 Social Sustainability

According to Magis and Shinn (2009), social sustainability achieved formal and international reputation following a 1987 report to the United Nations called World Commission on Environment and Development. The report noted that sustainable development requires focused attention on social, ecological and economic conditions in the world. Social sustainability as defined by Agenda 21 consists of equity, empowerment, accessibility, participation, sharing cultural identity and institutional stability (Khan, 1995). Nevertheless, emergent principles of social sustainability focus on human development and reinforce society's passive and fragmented participation as meeting humanity's needs, welfare and well-being and not requiring from humanity consistent reciprocation and participation in the sustainability agenda. As a result, the interest in sustainability is challenging traditional disciplinary thinking in the social sciences (Redclift, 1999). The societal component of sustainability is generally defined as societal structures, institutions and social capital (Spangenberg, 1997). Further to this, Bossel's system determined basic orientators include reproduction, psychological needs, and responsibility that depict the human elements within the environmental basic orientators (Bossel, 2000). However, Littig and GrieBier (2005) question societal change within social processes and structures to ensure the chances for development of future generations.

Blindheim (2011) suggests attaining the common good in sustainability is contingent upon the legitimate operations and design of political institutions. However, Hayek (1960) argues there are many independent actors within the whole of society that need to be addressed by gradual and partial measures instead of the total amount. As a result, sustainability may

constrain collective human behavior through social construction and prompt inquiry into whether sustainability is a collective outcome. Therefore, the common good approach warrants examination of complex social processes, responses and attitudes.

Social well-being (Prescott-Allen, 2001) and social development (Polanyi, 2001) plays a central role in social sustainability. However, economic development and social development do not progress equally in sustainable development (Magis & Shinn, 2009". Therefore, current social domain indicators do not adequately address specific social contexts for corporations and as a result provide questionable academic discourse and research for social sustainability (McKenzie, 2004). This subsection of the literature review established the importance of examining the social domain within CSR and sustainability separately from other domains as this has led to constricting social performance in CSR and sustainability. The following subsection will briefly highlight the emphasis on societal welfare and well-being and its contributing role in the current narrow social domain.

2.5.3 Social Welfare and Well-being

Societal welfare and well-being in the literature appears to be another way of establishing the social domain in CSR and sustainability. For example, Prieto-Carron, Lund-Thomsen, Chan, and Bhushan (2006) focus on poverty reduction in developing countries of the global South and suggest "that a critical research agenda needs to be concerned with the creation of new ways of systematically assessing the impact of CSR social issues such as poverty, wages and workers' and conditions in general" (p. 983). Noren (2004) proposes corporations improve societal welfare and well-being through protection of their workforce. Likewise, "businesses are to effectively promote social welfare due to the fact that they exist as a response to a social need and have a privileged financial position in the society" (Iamandi, 2007, p. 7). However, varying

dimensions of social life reveal progression and regression within societal plans that may not result in positive advancement (Meadowcroft, 1999).

Are differing inequalities among stakeholders justified if they raise the level of the poor (Freeman, 2002)? Thus, individuals are autonomous and are free to create value for themselves within mutual interests of stakeholders without reciprocation to the corporation. Furthermore, the corporation appears to have the upper hand in how poverty reduction will proceed through “profit-making, win-win situations and consensus outcomes in multi-stakeholder arrangements” without critical “developing impact assessment” (Prieto-Carron, Lund-Thomsen, Chan & Bhushan, 2006, p. 986). For example, corporate economic development benefits local communities and corporations (Freeman, 2002).

This subsection briefly highlighted that society’s role in CSR and sustainability is to sustain its well-being and welfare. It was also observed how society’s role in the social domain shapes and directs the role of local communities and governments in social responsibility while limiting the role of corporations in social responsibility. The final subsection of the social domain will examine how the construct of stakeholders has contributed towards an underdeveloped social domain in CSR and sustainability.

2.5.4 Stakeholders as Society

Stakeholders are an obvious component of a corporation’s success and are a primary method of CSR (Freeman, 1984; Alkhafaji, 1989; Anderson, 1989; Brummer, 1991; Brenner & Cochran, 1981; Clarkson, 1991; Goodpaster, 1991; Hill & Jones, 1992; Hosseini & Brenner, 1992; Meznar, Chrisman & Carroll, 1990; Preston & Sapienza, 1990; Wood, 1991; Prahalad & Hamel, 1994). Moreover, CSR is often driven by the stakeholders (Carroll, 1979, 1999; Wood & Jones, 1995). This suggests stakeholder power is vital for participation and decision-making in

corporate determination (Arnstein, 1969; Burchell & Cook, 2006; Jonker & Nijhof, 2006; Burchell & Cook, 2008). Generally, stakeholders can be defined as “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, p. 46).

How stakeholders should be considered and categorized is questionable (Lepineux, 2003). Apparently, society is described as stakeholders (De Bakker, Groenewegen & Den Hond, 2005). Dahlsrud (2008) reviewed definitions of CSR and found stakeholder and social dimensions received the same frequency counts in Google searches. The stakeholder model by Freeman broadly defines stakeholders as owners, suppliers, management, employees, local community and customers. In contrast, Noren, (2004) describe stakeholders as “trade unions, owners, shareholders, investors, bankers, auditors, insurance companies, consumers, staff, financial analysts, suppliers, customers, competitors, future employees, media, NGOs, national authorities, local authorities, neighbors, surrounding environment (environment, public health and safety, sustainable development), and politicians” (p. 8). However, Clarkson (1995) classifies stakeholders as suppliers, customers, employees, shareholders, and community and suggests corporations must deal with stakeholders and not society.

Stakeholder dialogue should be fostered by authentic motives, trust, and fairness (Phillips, 1997; Swift, 2001). However, “stakeholder mismatching” (Wood & Jones, 1995, p. 229) suggests limitations of relationships between corporations and society. Some CSR scholars suggest that the stakeholder theory consists of descriptive (no moral value statements) and normative (moral value statements) aims (Donaldson & Preston, 1995; Garriga & Mele, 2004; Loranzo, 2005; Ulrich, 2008). For example, “roles of CSR in community development refer to the ways responsible behavior is perceived by a community of stakeholders and how impacts are

felt by them” (Ismail, 2009, p. 207). This suggests corporations have responsibility for the well-being of societal benefits without reciprocation from society. Without reciprocation from society, corporations are limited in their impacts and initiatives. As a consequence, it is society that limits corporations’ activities because society separates itself from the responsibility relationship and confers responsibility to the corporation.

The literature describes stakeholders as people in society, which is not greatly beneficial in developing the social domain in CSR and sustainability. In summary, the literature describing the social domain in CSR and sustainability does not adequately address society’s role in social responsibility. Instead, it simply describes people surrounding CSR and sustainability initiatives and issues. In addition, three challenges concerning the social domain is first, its focus on society’s needs and desires second, how the social is defined as romanticizing innocent people in society as floating and sporadic participants establishing higher social responsibility standards than governments and corporations and third, seeking their well-being from government and corporations without reciprocation to the government or corporations upon whom they depend for their well-being. Moreover, social data are qualitative data. Thus, it is easier to use socio-economic, societal welfare and well-being data as distinct conclusive quantitative evidence of social impacts, performance and responsibility. Having established some of the challenges and limitations of the current constructs within the social domain, the literature review precedes with analysis and discussion of unequal social responsibility among local communities, governments and corporations.

2.6 Unbalanced Social Responsibility

As it has been established in the preceding literature sections, socio-economics, societal well-being and welfare, social sustainability and stakeholders overlap and work together to form

the primary constructs in the social domain. Having provided and examined the contextual background of the social domain in CSR and sustainability, it is now necessary to critically evaluate and discuss the social responsibility literature subsections beginning with construct development, societal values and expectations, social progress and concluding with business and societal competitiveness.

2.6.1 Construct Development

From a chronological perspective, scholars analyze social responsibility in CSR as connections of reciprocation between business and society (Bowen, 1953; Heald, 1970; Carroll, 1999; Preston, 1975; Preston & Post, 1975; Wood, 1991; Margolis & Walsh, 2003; Orlitzky, Schmidt & Rynes, 2003; Garriga & Mele, 2004; Dentchev, 2004; Kotler & Lee, 2005; Falck & Heblich, 2007). The Iron Law of Social Responsibility (Davis, 1973) declares “Society grants legitimacy and power to business. In the long run, those who do not use power in a manner which society considers responsible will lose” (p. 312). However, according to Carroll (1979), business leaders decide which domains of CSR the company will focus and implement social responsibility. Jamali and Mirshak (2007) interpret Carroll’s (1991) pyramid, as socially and ethically required economic and legal responsibilities and philanthropy as a socially desired responsibility. Each responsibility comprises a component of the total social responsibility of the firm. In contrast, Blindheim and Mikkelsen (2008) suggest social responsibility within CSR incorporates sustainable development as social sustainability and Kinderyte (2008) describes social responsibility as “responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior” (p. 66). Overall, social responsibility has evolved with business managing society’s social responsibility expectations, leaving social responsibility, the obligation of corporations and not society.

2.6.2 Societal Values and Expectations

Social responsibility within business is a complex circumstance and is not focused solely on increasing profits and enhancing reputation management. “Self-image concerns” may drive how individuals and groups to promote social responsibility (Benabou & Tirole, 2010, p. 3). On the other hand, “when everyone behaves in a socially responsible way, no one gets credit for it” (Ibid, p. 7). Thus, changing societal expectations require corporations to critically evaluate social trends and social responsibility in a “competitive world” (Uddin, Hassan & Tarique, 2008, p. 200). Where do societal expectations originate and how do they fuse to become accepted by the corporation? It can be argued it is due to unregulated CSR reporting (Mersereau & Mottis, 2011). Society is socially constructing global social responsibility rules and frameworks for communicating corporations’ social responsibly such as the International Labor Organization (ILO), UN Global Compact, Global Reporting Initiative (GRI), Dow Jones Sustainability Index (DJSI), Socially Responsible Investing (SRI), and Integrated Reporting (IR), etc. These frameworks seek to institutionalize CSR on a global level through the creation of norms, rules and standardized procedures for CSR” thereby creating “isomorphic pressure to institutionalize CSR in business (Brammer, Jackson & Matten, 2012). Accordingly, if society expects corporations and governments to go beyond compliance then society must follow. Is social responsibility just another formal legal process whereby noncriminal forms of responsibility are socially acceptable in society? Bernabou and Tirole (2010) suggest economic agents may want to promote values that are not shared by lawmakers. Since social preferences are heterogeneous, it is inevitable that some consumers, investors or workers’ values will not be fully reflected in policy. Clearly, social responsibility encompasses values that must be changed. Values have always played a primary role in shaping society (Wartick and Wood, 1998). Societal norms and

values play an integral role in business success. However, corporations have the same citizenship expectations as society (Freeman, 2002). Therefore it can be argued, business values are simply a reflection of society's values. Further to this, Porter and Kramer's (2006) "shared value" strategic approach reveals how companies try to meet local communities' expectations (p. 1). There is further logic in that culture distinguishes corporations from each other (Schein, 1985) just as local community cultures select their preferred culture. Consequently, corporations and local communities have heterogeneous values and preferences that may be shared and diffused. Likewise, "society's values and current levels of knowledge are reflected in companies' activities and companies are judged according to current standards" (Van Marrewijk & Were, 2003; Noren, 2004). However, Kumar, M. and Kumar, P. (2007) propose the "non-existence of markets for many biological resources imply that the social value of biological resources can't be derived from simple aggregation of their values to individuals in society, the sum of their private values" (p. 812). Therefore, value judgments are necessary to determine uncertainties, risk and lack of knowledge (Weterings & Opschoor, 1994). In contrast, Swanson's (1995) research findings on corporations' value-driven (Maignan & Ralston, 2002) CSR initiatives are not dependent upon external social pressures. Further to this, should corporations integrate society's values or should corporations limit society's values and demands as these values may reduce a firm's capacity to progress and compete?

Rights and freedoms play a critical role in social responsibility and are not static and universal. Moreover, rights and freedoms may consist of varying societal standards that are complex, socially driven outcomes and expectations of societies and communities who maintain and select their preferred or local expectations within the household or local community, while demanding universal expectations from businesses. As a result, specific social constraints should

be managed to increase corporate profits. Moreover, “social and environmental performances are not seen as an end in themselves but as a source of competitive advantage or a condition to be competitive” (Valor, 2005, p. 199). Therefore, it can be argued, reciprocal societal standards must be managed and carefully selected by corporations resulting in the implementation and growth of business CSR activities as associated with erosion and dismantling of institutionalized social solidarity (Kinderman, 2010). It is clear from the social responsibility literature people carry their individual values and beliefs with them regardless of established social norms or laws resulting in a deeper and multilayered social domain among local communities, corporations and government than is currently described in the literature. The following subsection will examine how social progress is a key component of social responsibility.

2.6.3 Social Progress

Sustainable development has a long history debating the qualities of social progress. Seager, Sellinger, and Wiek (2011) argue, “while the advances of science and technology during the last 40 years have been extraordinary, it is not clear that they have contributed significantly to resolving complex problems of social progress” (p. 469). Similarly, CSR is defined as how an organization integrates social, environmental and economic concerns into their values, culture, decision making, strategy and operations in a transparent and accountable manner and thereby establishes better practices within the firm, creates wealth and improves society (Benabou & Tirole, 2010). Thus, it is difficult to determine if CSR and sustainability contributes to societal progress due to human intentions and decision-making. Huge and Waas (2011) argue sustainability “ultimately depends on societal and political will” (p. 647). Meeting society’s expectations without societal and political will to improve society weakens a company’s capacity to foster and sustain social responsibility.

Social learning is frequently discussed in sustainability literature. According to Selman, social learning is an “active citizenship and participatory democracy” where “opinions and skills are developed during the process of engagement” (Selman, 1999, p. 174). How much should companies take responsibility when local communities can learn and participate at will? “The apparently self-evident statement that companies should accept responsibility is, in reality, not so simple” (Noren, 2004, p. 15). Furthermore, income and poverty-driven social responsibility limits crucial reciprocation from local communities for effective social responsibility with corporations and governments. Therefore, why is society demanding social responsibility from corporations and not in the local communities? Are local communities more socially responsible than corporations? Does society support one standard of social responsibility and progress for individuals and another standard for corporations? (Windsor, 2001). Why does there appear to be differing social learning in local communities and corporations? It could be argued this is due to greater wealth creation opportunities of businesses and local communities justification and demands for greater social responsibility from corporations than from themselves. If society is not willing to contribute to solve societal problems, then government will lack the revenue to do its job, and will require corporations to drive social responsibility (Avi-Yonah, 2006). Clearly, this approach depicts society as having strong control over corporations with little or no reciprocation from society’s responsibilities towards corporations. Moreover, it suggests corporations cannot demand strong social responsibility from society, but society can demand much social responsibility from business. Furthermore, it could be argued that local communities may have greater impact on social progress than corporations due to the less selective demands and views of social progress in local communities. Further to this, is social responsibility the job of corporations instead of government? (Levitt, 1958; Friedman, 1970). It is observable in the

literature that social progress is a vital component of social responsibility because it challenges and addresses the lack of social responsibility and social competitiveness in society beyond legal compliance within the social domain of CSR and sustainability. The last subsection will examine the relationship of business and societal competitiveness in social responsibility.

2.6.4 Business and Societal Competitiveness

CSR is viewed as a driver of competitive advantage (Donaldson & Preston, 1995), and corporate reputation (Porter & Kramer, 2006; McWilliams, Siegel & Wright, 2006; Branco & Rodrigues, 2006) and sustainable competitive advantage (King, 2002; Adams & Zutshi, 2004). As a result, governments are viewing CSR codes of conduct as a cost-effective means to enhance sustainable development strategies and as a component of their national competitiveness strategies to compete and position their exports globally (Petkoski & Twose, 2003). In contrast, some scholars such as Marcus and Anderson (2006) research findings indicate various factors that influence CSR and competitive advantage. For example, progressive corporations and financial institutions view CSR and sustainable investments as a competitive advantage or a minimum requirement for risk mitigation (Petkoski & Twose, 2003). Likewise, managing community relations may reduce risk thereby creating an opportunity for competitive advantage (Berman, Wicks, Kotha, & Jones, 1999).

Since competitive advantage is defined as an economic driven phenomenon in CSR, this is the primary reason competitiveness is not defined within a social responsibility context of CSR and sustainability. It is observable that human evolution and culturally adaptive systems are competing and strategically played in human-environment systems. Furthermore, “the sustainability of human – environment systems is determined through three main characteristics: resilience to disturbances, both natural and anthropogenic; desirability to human societies and

(often implicit) temporal and spatial scale boundaries” (Mayer, 2007, p. 278). Therefore, competing human systems should be reflected in CSR and sustainability to reveal competing and unequal social responsibility among local communities, governments and corporations. Moreover, CSR can help consumers to identify with a particular brand (Bhattacharya & Sen, 2003) thereby enhancing the “transactional and relational outcomes in a real-world, competitive context” (Du, Bhattacharya & Sen, 2007, p. 225). Relational motives can drive new norms that articulate the social expectations for business (Scott, 2004). Moreover, relational motives within a company’s industry group may often depress a company’s instrumental motives (Aguilera, Rupp, Williams & Ganapathi, 2007). Likewise, Bansal and Roth (2000) data findings suggest that companies may be significantly motivated by relationships followed by instrumental motives with moral motives as least significant. However, the admittance of societal responsibility and social competitiveness values in the societal progress indexes (Becic, Mulej & Svarc, 2012) promote a lack of critical social and personal development in local communities that is so crucial for determining social responsibility among local communities, governments and corporations. For example, are competitors stakeholders? Is the local community a competitor? Business and societal competitiveness is vital for social progress. However, the CSR and sustainability literatures establish competitiveness as the role and responsibility of corporations for economic development. Clearly, the literature additionally demonstrates competitiveness is relationally driven. How can corporations sustain social responsibility without reciprocation from local communities? Likewise, how can corporations remain competitive in social responsibility if the local community does not reciprocate? It can be argued that competitiveness in CSR and sustainability is economic and not socially driven because local communities do not reciprocate social competitiveness, thereby leaving corporations to compete

economically. Thus, changing individual and social preferences are critical for valuation and require a deeper understanding of individual preferences and decision-making because a competing strategic culture in organizations and local communities sustains itself by efficacy capacity.

2.7 Summary and Conclusion

The literatures of CSR and sustainability are complex social phenomenon that focus on social responsibility within corporations and governments and are driven and measured by local community and stakeholder interests and corporate management (Clarkson, 1995; Cooper & Owen, 2007; Godfrey & Hatch, 2007; Gond & Crane, 2008; Gond & Matten, 2007; Johnson & Onwuguegbuzie, 2004; Marquis, Glynn & Davis, 2007; Matten, Crane & Chapple, 2003; Newell, 2005; Owen, 2008; Pater, & Van Lierop, 2008). As a result, there is much literature published about the role of CSR and sustainability for corporations and governments (Clarkson, 1995; Williams & Aguilera, 2008). In addition, environmental and economic dimensions are addressed greater than the social dimension (Opp & Saunders, 2012). However, there are neglected and one-sided social domain concepts of sustainability and CSR (Littig & Griebier, 2005; Marquis, Glynn & Davis, 2007; Wiersum, 1995). For example, corporations carry social responsibility while governments develop and implement regulations for public welfare with voluntary social responsibility and participation from local communities. Therefore, an underdeveloped social domain and unbalanced social responsibility portrays CSR and sustainability as individual, societal, and organizational reputation management.

Current social domain constructs in CSR and sustainability limit and contributes towards unbalanced social responsibility among corporations, governments, and local communities. The literatures of CSR and sustainability drive social responsibility within a narrow social domain

portraying the social as socio-economic, social sustainability, social welfare, social well-being, and stakeholders. Consequently, the narrow social domain creates unbalanced social responsibility among corporations, governments, and local communities and decreases the acknowledgement of social progress that is crucial for increasing social responsibility among local communities, governments and corporations. Lastly, the literatures in CSR and sustainability demonstrate that competitiveness in CSR and sustainability is relationally driven, thereby requiring greater societal competitiveness and social responsibility from local communities for reciprocation to corporations and governments. Accordingly, the next chapter will discuss the methodology employed for this research study.

In conclusion, this research study interprets CSR and sustainability as driven primarily by society resulting in socially constructed institutions that are implemented according to economic needs and not social issues or concerns. Furthermore, the social is often depicted as socio-economic due to the lack of CSR and sustainability methods to effectively measure complex social processes. There are positive and negative outcomes of social construction. For example, society requires business social responsibility without reciprocation from local communities. Furthermore, the current meanings of CSR and sustainability are constructed within social relationships that do not result in equal social responsibility for all actors. Consequently, social responsibility may result in pretense. Furthermore, personal construction of CSR and sustainability has created multiple realities and differing theories and practices. However, despite the differing constructed views, the social domain remains to be the least developed and least important domain within CSR and sustainability. Perhaps, it is society's constructed view of social responsibility as required in business and not in the local community. Social construction of objective reality is a mixed filter portraying subjective reality as objective truth (Gallimore,

Goldenberg & Weisner, 1993). Likewise, CSR and sustainability reporting is socially constructed to determine sense making for optimal measurements to improve social responsibility within economic, social and environmental dimensions. However, the construct of each domain is determined and measured separately and integrated within preconstructed theoretical models. There has not been much reconstruction of each domain, as this would require a dramatic shift institutionally across disciplines worldwide. Perhaps each domain's methodology is simply "a labeling device for social control" (Gergen, 1985, p. 268) and "offers no truth through method" (Gergen, 1985, p. 272) resulting in social responsibility as pretense. Thus, less distinction of social discipline boundaries is required to decrease pretense in social responsibility for improving meaning and sense making of social responsibility among corporations, local communities and governments (Gergen, K.J. & Gergen, M., 2008). "Responsibility does not arise from within people nor can it be imposed externally by some supraindividual body. Rather, it depends on the structure and form of our social relations and the way people are located within them" (McNamee & Gergen, 1999, p. 79). Moreover, the local community's role is oftentimes "culturally constructed" for its' own collective future (Gergen, 2000, p. 4). Overall, this study addresses new theoretical tools for transformation of society's role in social responsibility among corporations, governments and local communities within CSR and sustainability.

Chapter 3 METHODOLOGY

3.1 Introduction

This chapter described the research design and methodology strategy that was implemented to examine the validity and potential pretense of CSR and sustainability as social responsibility constructs among local communities, governments and corporations. Due to varying definitions, theories, methods and social constructions of CSR, investigating CSR as an inappropriate and potentially false representation of social responsibility within local communities, governments and corporations is warranted. It may appear that this research study is constructing CSR and sustainability as something larger than it currently is portrayed in global reporting tools. However, current CSR and sustainability constructs have significant consequences for society, such as constructing a form of utopianism to secure a good future. The social domain requires deeper investigation of how society is shaping CSR and sustainability and its impact for change locally, regionally and globally. For example, sustainability “threatens the American dream” and “tramples on property rights and personal preferences” (O’Toole, 2013, p. 1). Another example is how the media oftentimes points blame to corporations that use philanthropy as public relations, while simultaneously promoting unhealthy food to the public. The blame should not be pointed to corporations because many people in society do not always choose healthy food despite the health benefits of nutritious food. Thus, the freedom of personal preferences in social responsibility versus corporate and government social responsibility is not adequately addressed. Society requires corporate and government to take responsibility without reciprocation from society. Furthermore, the freedom of personal preferences drives the social domain within culturally and socially constructed layers and has vast consequences for CSR and sustainability and other subject fields.

The research design is convergent utilizing qualitative and quantitative methods separately, in differing instruments to examine the interdependent relationships among local communities, governments and corporations with examination of participants' values and beliefs, trust and competitiveness in CSR and sustainability. Accordingly, this chapter presented the research methods and conceptual design, sample size, hypotheses, characteristics, research settings, and procedures for sample recruitment, data collection, limitations, importance, and data analysis. The primary data collection techniques incorporated in this research study consisted of semi-structured interviews, participant observation, documentation analysis and a web-based survey. The web-based survey is divided into four sections of multilevel measurement scales and open-ended questions. Finally, qualitative and quantitative methods provided an explanation of the data analyses.

3.2 Research Methodology and Conceptual Design

The aim of this study is to examine employees, management and senior management from corporations and federal, state and local governments self-reported level of corporate social responsibility and sustainability in their organization as measured by a quantitative survey and qualitative interview. A second aim of the study is to examine participants from corporations, governments and non-profits/NGOs perceptions of trust, competitiveness, and values/beliefs regarding social responsibility challenges among local communities, governments and corporations. For purposes of this research study, CSR and sustainability will be defined as economically driven with environmental and social aspects. The social aspects acknowledge wealth alone does not promote and sustain the well-being and success of a society. Furthermore, social responsibility contains components of societal progress and societal advancement to increase individuals and local communities' capacity for national and global competitive

advantage within economic, environmental and social means above and beyond socio-economic progress. The research methodology and design examines the economic, environmental, and social domains of CSR and sustainability with a particular focus on how the participants construct the “social” in the social domain and determine social responsibility among governments, corporations, and local communities. Consequently, the hypotheses examine social responsibility among corporations, governments and local communities within the lack of reciprocal social responsibility and sporadic participation from individuals and local communities and its potential impact on local, regional and national competitiveness.

The research design and methodology was determined by the hypotheses and research questions. Three hypotheses and three research questions guided the research design and are as follows:

- H1: If local communities are held accountable for social responsibility by corporations, then local, national, and regional competitive advantage will increase.
- Research Question One: Is social responsibility within local communities dependent upon corporations to increase local, regional and national competitive advantage?
- H2: If governments hold local communities accountable for national competitiveness and social responsibility then local communities will become a driving force for national and global competitive advantage.
- Research Question Two: Are local communities dependent upon governments to impact and increase national and global competitive advantage?
- H3: If local communities hold governments and corporations accountable for social responsibility then local, national and regional competitive advantage will increase.

- Research Question Three: Are governments and corporations dependent upon local communities for social responsibility that results in increasing local, national and regional competitive advantage?

Overall, the three hypotheses and research questions investigate how social responsibility determines the social inputs/outputs among local communities, governments and corporations and its impacts for local, regional and national competitiveness.

A qualitative and quantitative participatory research design and methodology were implemented. The combination of qualitative and quantitative methods, triangulation of data and theory provides greater scaling and cross checking of data interpretation and analysis resulting in diverse social learning and innovative construction of the research topic. The research design is convergent with quantitative and qualitative data collected concurrently (Morse, 2003).

Although, collecting both types of data concurrently provides a comprehensive understanding of the research topic, establishes the population sample, and the theoretical model direction for future recommendations, the primary reason a concurrent method was selected was for the convenience of the participants. Most participants had extremely hectic and busy schedules and were not able to comply with a sequential qualitative and quantitative research design.

The philosophical and theoretical foundation emerged from the gap and underdevelopment of the social domain in the literature review resulting in devising the CSR and sustainability web-based survey and interview questions as an interrelation and social paradigm among corporations, governments and local communities. Demographic questions were included in the web-based survey design such as the participants' age, education, management level, ethnicity, country, region, and gender. Furthermore, the web-based survey and interview research questions were developed, modified and validated from the framework of the World Values

Survey (WVS) (Inglehart, 2011) due to its comprehensive approach to quantitative global behavioral change research studies (Sproull, 2002). In addition, the WVS provided a framework relevant for multi-level global participants, measuring complex dependent variables across sectors and industries. Overall, the WVS is highly regarded as a valuable web-based survey instrument in measuring worldwide social values and behaviors.

Evaluation methods are dependent upon the aims and focus of the research study. Qualitative methods will provide dynamic social phenomenon processes that are not evident and measureable in quantitative methods. Evaluating the social domain in CSR and sustainability requires qualitative methods to describe perceptions of social responsibility instead of quantifying social cause and effect for generation of new knowledge (Pini, 2004). Utilizing a web-based survey as quantitative data research helped to provide extensive participant patterns, attitudes and actions into alignment with the participant interviews and qualitative information (Kendall, 2008). Due to the broad and yet parsimonious research topic, this research design incorporates a global multi-level micro-meso-macro framework to challenge current primary constructs of the social. The micro system domain is defined as individual and the macro system domain will be defined as social. The meso dimension will focus on a variety of differing micro and macro changing dynamics within the independent and dependent variables. This framework will help to determine gaps in social and individual construction of social responsibility among corporations, governments, and local communities. Since the social domain consists of complex phenomenon, a mixed-mode design utilizing positivist and interpretive methods within a quantitative and qualitative research framework was implemented to examine possible relationships of differing and multiple realities of social variables (Burns & Grove, 2005). Independent variables such as age, management level, education, ethnicity and gender were used

to ensure high levels of internal and external validity for the sample population size. For identification and description of potential relationships in social responsibility, dependent variables such as social responsibility, values and beliefs, trust and competitiveness, along with significant themes, major patterns, and numerical analysis were employed to examine possible relationships, patterns and themes between the dependent and independent variables in the quantitative and qualitative data. The dependent variables are interdependent and were interpreted and measured based upon descriptive, thematic analysis and inferential analyses. Competitiveness measures how people perceive high performance impacts in collaboration and individual initiatives. Social responsibility is measured as a task and decision-making variable based upon laws, regulations, policies and differing cultural interpretations, expectations and social construction. Trust measures perceptions and judgments of how people trust others that are known and not known across society levels. Lastly, values and beliefs are measured as opinions and judgments of how people think, behave and construct social responsibility in CSR and sustainability in partnerships and day-to-day activities.

3.3 Sample

Participants were selected through email invitation and telephone calls for their experience in corporations worldwide with federal, state and local governments. In addition, participants in governments and corporations were recruited and selected due to direct and indirect experience and knowledge of CSR and sustainability with corporations, governments and local communities to improve generalizability of the sample. Participants were excluded based upon no experience in CSR or sustainability. Thirty participants were randomly selected by one company adding maximum variation. The web-based survey and interview questions resulted in 81 web-based survey responses with 75 responses completed and 111 participant

interviews with 109 completed interviews. Unit of analyses included individuals, groups, organizations, country, regional, local, sectors, industries, and federal, state and local governments. Corporations, and governments involved in CSR and sustainability initiatives with local communities were enlisted and chosen due to how most participants explained by telephone and email prior to the survey and interview questions that they were aware and knowledgeable of the challenges of social responsibility in CSR and sustainability and were happy to participate. A few participants suggested adding some key NGO/non-profit organizations involved in CSR and sustainability during the interviews. Employing a participatory research design approach in the interviews and web-based survey, the NGO and nonprofit sector referrals were contacted and added to the sample population for comparison and insight into the social phenomenon of CSR and sustainability.

The participants in the research study included mostly management with some non-management and senior management in global companies, governments and local communities. Recruitment and selection of participants resulted in a quantitative sample size of eighty-one participants and one-hundred and eleven interviews. Eighty-one participants answered the web-based survey questions and interview questions. However, some of the participants did not complete the survey and the interview questions. Out of the 81 survey responses, 8 participants did not participate in the interview. Seventy-three participants out of 111 participant interviews completed interviews. Moreover, four of the participants were interviewed twice for clarification and interpretation of the participants' answers. One participant declined to answer the web-based survey questions and interview questions due to non-approval of the corporate legal department and another participant declined due to lack of relevant knowledge to answer the interview questions. The participants' gender, age groups, management levels, educational levels, sectors,

industries, countries and regions from the web-based survey and interview questions responses include private, public (federal, state, local) nonprofit/NGO, across industries such as agriculture, chemical, office supplies, industrials, food and beverage, natural environment, consumer goods and services, and information technology that are located in North America, Romania, India, Japan, Netherlands, United Kingdom, Vietnam, France, Spain, Ghana, Afghanistan, Germany, and Africa (specific results of the demographic characteristics of the study participants are presented in Chapter 4).

Companies and governments with varying levels of CSR and sustainability initiatives were selected by Internet research and participant referral. Participants from corporations and governments were selected and recruited based upon global involvement of CSR and sustainability initiatives from globally recognized CSR and sustainability reporting tools, conferences and workshops. In addition, corporations and governments public websites of CSR and sustainability strategies and initiatives were reviewed for suitability of approaches of economic, environmental and social domains in CSR and sustainability. Consent to participate was voluntarily provided by participants after careful discussion and review of ethics, the purpose and explanation of the research study, its impact for business, government and local communities, and the web-based survey and interview questions via telephone and email exchanges. Local communities are defined in this study as local citizens, local governments and non-profit organizations due to both sectors' direct involvement in the local community. During rapport building, the participants emphasized their interest and hope in that this research study would provide some progress to better address the social domain within CSR and sustainability, as most participants were following key globally recognized CSR and sustainability tools such as

the Global Reporting Initiative (GRI) and Integrated Reporting (IR) to determine social inputs and outcomes.

For purposes of this research study it was not practical to pursue random sampling. Purposeful sampling was incorporated for the interview questions and web-based survey with a combined form of random and purposeful sampling from participating companies in the web-based survey. Participants familiar and involved with CSR and sustainability concepts were selected for purposeful sampling due to varying levels of understanding and knowledge of social responsibility and social impact strategies in CSR and sustainability. Mixing random and purposeful sampling in the web-based survey was vital due to understanding how social strategies impact companies, governments and local communities within diverse knowledge and understanding of CSR and sustainability. Overall, due to the participants' strong interest in the research topic, the web-based survey and the interviews lead to good alignment between qualitative and quantitative instruments (Bergmann, Jacobs, Hoffmann, & Boeing, 2004).

3.4 Instruments

The web-based survey and interview questions were test piloted from 4 peers for clarification of wording and structuring of the web-based survey and interview questions (See Appendix for Interview Questions and Web-Based Survey Questions). The test pilot sample is not included in the data results. The web-based survey instrument was divided into four sections, social responsibility in sustainability and CSR, competitiveness, trust and values and beliefs. Moreover, the web-based survey design included multiple scales to quantify four dependent variables of CSR and sustainability (Myers & Oetzel, 2003). The web-based survey questions examine how participants define and think about social responsibility within CSR and sustainability, followed by dependent variables competitiveness, trust, and values and beliefs.

The web-based survey variables are social responsibility, competitiveness, values and beliefs and trust and are formulated according to demographic items such as age, management level, gender, education level, country and regional residence, and ethnicity. Rating scales ranged from two through ten scales of measurement.

The web-based survey interview questions were developed with sensitivity and anchoring according to the purposeful and random sample population characteristics, literature review, wording and context of the questions within the social situation (Alwin & Krosnick, 1989). The content and constructs in the interview and web-based survey questions were designed to capture the dependent variables such as trust, social responsibility, competitiveness, and values and beliefs (Sproull, 2002). Furthermore, due to complex social constructs, the web-based survey and interview questions were designed to capture varying effects. The web-based Qualtrics Survey Software computations are an established instrument. Therefore, web-based survey instrument testing was not necessary (Sproull, 2002). The questions for the web-based survey consisted of open ended questions, Yes/No questions, Likert type rating scale questions, rank order questions, and demographic unscaled response lists. Web-based survey item reliability to various question characteristics implemented 7-10 point scales due to increased reliability (Alwin & Krosnick, 1991).

Furthermore, single item web-based survey questions were incorporated as alternative measures for the broad and complex constructs of the research study topic (Rossiter, 2002). Overall, the multi-item web-based survey questions consisted of differing questions with familiar CSR and sustainability wording to increase reliability of social science participant responses (Thorndike, 1979; Tourangeau & Yan, 2007) resulting in higher probability of precision and validity for averaging random errors (Spector, 1992). Open-ended web-based survey questions

were included to increase survey and interview qualitative data validity and diverse responses (Erickson & Kaplan, 2000).

Data triangulation provided insights into comparing participants similar and differing responses through in-person and telephone interviews, participant observations, and secondary data such as CSR and sustainability national and global reporting sources and tools. Global and national primary secondary data reporting sources and tools were reviewed because most participants are following prescribed methods for social impact and social reporting in CSR and sustainability. Abstract concepts were defined as concrete factors with a specific definition to guide participant answers. Sensitive questions regarding religious and income preferences were evaluated as possible reference to social desirability disclosure within the question scales and scores (DeLeeuw & Van Der Zowen, 1990). Therefore, the questions were constructed generally instead of specific for greater anonymity and accuracy resulting in greater response quality and to reduce social desirability, primacy to selection of interview question responses and conflict avoidance.

3.5 Data Collection

The data were collected concurrently for convenience of the participants and for the complimentary value in researching and understanding a parsimonious topic. The concurrent data collection design was implemented starting with in-person or telephone interviews and an invitational URL to the web-based survey for each participant. Occasionally, participants scheduled the interview after completing the web-based survey due to time constraints, etc. Moreover, some participants were unable to complete the web-based survey due to permission restrictions from the legal department within the organization and completed the interview portion, while other participants completed the online web-based survey and were unable to

schedule an interview. Most participants completed the interview and the web-based survey with some opting for only the interview or the web-based survey due to time constraints and preferences.

Quantitative data collection and analysis played a primary role in validating qualitative findings. The interviews were individual and group semi-structured interviews with researcher field notes collecting diverse data through a web-based survey, telephone, and in-person. Memos and field notes were utilized throughout the data collection process to help in data analysis and standardize the data collection. The web-based survey resulted in minimal cost and obtaining high response rates. The same interview questions and web-based survey questions were used for all participants across modes. Data collection procedures were standardized for each participant providing ample time to collect quantitative and qualitative data concurrently within one – two weeks for each participant. However, the interview questions conducted by telephone and in-person may result in different responses due to question context (Schwartz, 1996). The participants' interview responses were translated in four tables and steps for each participant by interview question number. The first table consisted of two column headings depicting raw data/key words/unit of meanings and quotes by text line number. The second and third tables described the raw data/key words/unit of meanings, quotes by text line number and themes. Finally, the fourth table captured web-based survey text/research question themes, quotes by text line number and final raw data themes. Web-based survey completion and interviews began in December 2011 through September 2012.

3.6 Data Analysis

3.6.1 Quantitative

Data validation began in the data collection process. The qualitative and quantitative data were analyzed separately. In order to examine complex social phenomenon and relationships within the web-based survey data, contingency tables, descriptive and inferential analysis were employed to determine statistical significance. Inferential and descriptive analyses, trends, and distributions were thoroughly examined to determine appropriate statistical tests to answer the three hypotheses and research questions. Cross tabulations/contingency tables provide some insight into potential interactions of relationships between variables. In addition, comparison of groups and stratification of data help to examine the independent and dependent relationships of the independent and dependent variables. External reviewers, data and methodological triangulation and current global and national CSR and sustainability reporting tools confirmed validity and reliability of the data analysis and results. Internal validity was examined by the participants construct responses across questions with supporting Qualtrics Web-Based Survey Software. Closed and open-ended text questions were utilized in the multi-method online web-based survey. Intercoder reliability was implemented as well as triangulation for greater validity of web-based survey closed and open-ended text question responses resulting in making the same observation at two different times and in different settings (Boyatzis, 1998).

Data reliability was analyzed by review of participant responses across questions and constructs for inconsistency, uncompleted items and errors. Some of the participants added comments if they found inappropriate questions, exclusive alternatives, and abstract concepts. The quantitative data were triangulated through stratification of web-based survey response data by gender, management level, age and education and survey text responses Furthermore, the

open-ended questions in the web-based survey were grouped into themes for thematic content analysis and stratified by gender, ethnicity, management level, age, and education. External validity of the data was predetermined by participant selection bias. For example, “do the answers of the participants represent the reality or is the reality produced through the interaction between participant and interviewer” (Folkestad, 2008, p. 2). Although, this question was not part of the interview questions, some participants answered the interview questions with reconstruction of previous CSR and sustainability knowledge based upon the content of the interview questions. The level of statistical significance that will be used is .05 from graphs, charts and tables in Stata Data Analysis and Statistical Software and Qualtrics Web-Based Survey Software. In general, the quantitative data was analyzed utilizing descriptive analysis, group comparisons and stratification, contingency tables, and linear regression.

The three hypotheses were tested similarly from quantitative methods such as frequencies, percentages, cross tabulations/contingency tables, and linear regression. Twenty-four web-based survey questions were selected based upon relevancy, strength and significance of the independent and dependent variables in the hypotheses and research questions. Linear regression was administered to test the independent (age, gender, education, management level and ethnicity) and dependent variables (social responsibility, competitiveness, values and beliefs, and trust) and to determine the strongest relationship in explaining participants’ attitudes towards social responsibility and the social domain in CSR and sustainability among local communities, governments and corporations that will be presented in chapter four.

3.6.2 Qualitative

The participants were informed prior to the start of the interview questions that the research study was highlighting CSR and sustainability challenges among corporations,

governments and local communities. The qualitative data analysis utilized thematic analysis. Thematic analysis is employed frequently as an appropriate and recognized method for interpreting qualitative data by numerous scholars (Silverman, 1993; Crabtree & Miller, 1992; Denzin & Lincoln, 1994) and can help researchers to establish quantitative patterns and codes (Boyatzis, 1998). The process of thematic analysis began with “sensing themes, coding and encoding consistently, to develop a conceptual framework” (Boyatzis, 1998, p. 11). The qualitative raw data were deducted, translated, and coded utilizing thematic analysis. Reading and studying the interview data answers several times along with four thematic content analysis steps and brief field notes and memos provided a strong foundation for the qualitative data analysis. The four thematic content steps included coding the data results by participant and question number establishing raw data of key words, unit of meanings, themes and quotes by text line number. This process was completed four times for greater validity of key themes. Clarity and reliability within the process of interpreting raw data included focusing on the unit of analysis and codes from multiple perspectives implementing a consistent protocol throughout the entire process resulting in higher measures of interrater reliability. The thick description of the qualitative data was examined within the participants’ historical background and global cultural comparisons.

The interview data analysis combined thematic analysis and code development followed by stratification of gender and sector. Moreover, the qualitative data themes were triangulated with key global and national CSR and sustainability reporting tools. These tools are the Global Reporting Initiative (GRI), International Standards Organization (ISO), Dow Jones Sustainability Index (DJSI) and Integrated Reporting (IR). Frequency was not a final determination of a theme. Instead, thematic codes were developed from translation and interpretation of the interview notes

by question number and entered into tables by participant number and question number. Every theme that emerged from the qualitative analysis was presented into the tables. Themes were compared through identifying which questions should be asked and how the participants' data are suitable with the research questions and hypotheses (Basit, 2003). The qualitative data were examined for context/situation, perspectives, flow of events and activities, strategies, relationships and social structures. After the data were segmented and translated into potential themes, group dynamics and relational patterns between variables were coded as final themes. The final themes from the interview data were compared and stratified by individual, country/region, sector/industry, and gender.

3.6.3 Converging Quantitative and Qualitative Data

The data analysis began with checking the web-based survey and interview data for integrity, errors and missing characteristics. The qualitative and quantitative data were analyzed separately. Qualitative data were used to support the quantitative outcomes. Strong emphasis was placed on quantitative data analysis throughout all data analysis procedures followed by qualitative data analysis. The qualitative data were analyzed by hand while the web-based survey was transcribed and numerically coded with Stata Data Analysis and Statistical Software and Qualtrics Web-Based Survey Software. The purpose of qualitative data analysis is to decide the themes, relationships, and presumptions of the participants' perception of the research topic and the day-to-day world processes (McCracken, 1988). Therefore, the web-based survey open-ended text and interview data were analyzed utilizing thematic analysis and group comparison and stratification themes by individual, management level, education level, age group, sector/industry, gender, country/region, and ethnicity. Quantitative methods were strongly employed with qualitative methods supporting and explaining complex social phenomena

numerical results as there are multiple ways of calculating response rates that challenge replication of computations (Greenlaw & Brown-Wiley, 2009).

Descriptive statistical tools such as scatter plots, histograms, charts and graphs helped to portray common and dissimilar themes. This data will be presented in Chapter 4. For purposes of this research study, quantitative data reliability and relationship prediction of the sample population were determined reliable with linear regression. CSR and sustainability theories were tested and modified based upon how the qualitative data responses informed the quantitative findings resulting in a greater comprehensive interpretation and understanding of social phenomenon (Johnson & Onwuegbuzie, 2004). Consequently, the qualitative data analysis will explain some of the complex quantitative evidence in more depth and understanding resulting in a tangible social context. The open-ended web-based survey questions utilized concept mapping to determine estimation of the similarity between concepts and clusters of concept categories based upon human judgment, participant experience and statistical analysis (Jackson & Trochim, 2002). Thus, participants' open ended responses serve as a checkpoint for determining final data analysis and resulted in evaluating and reducing researcher bias from the interpretation of coding data from emerging common meanings and interpretation of primary themes. Confidence intervals and multiple levels of data analysis were implemented for qualitative and quantitative translation and interpretation. In general, qualitative data were verified with the quantitative data and vice versa to decide statistical and socially significant (Onwuegbuzie & Leech, 2005) data analysis and results.

3.7 Significance and Limitations

Acknowledging social preferences of the participants played an integral role in how the data are collected (Miles and Huberman, 1994). Social desirability was considered as a potential

limitation in participant responses. Other limitations include the participants' interest in the research topic and questions as opposed to other populations. Another possible bias is the frequency in which the participants take web-based surveys and participate in discussions on CSR and sustainability thereby resulting in findings that do not represent the general population within countries national, regional and local populations.

Researcher reflexivity was taken into consideration for potential biases and the values of the researcher in establishing the research design, constructs, and methodology. In order to limit researcher bias, clusters of themes were determined by concept and theory, similar features, implicit social construction, empiricism and "causal or development hierarchy" (Boyatzis, 1998, p. 137). However, the selection of the research topic provides evidence of researcher assumptions and expectations of what to look for and find in the data. Furthermore, the limitations of determining relational causality in qualitative and quantitative data analysis were a predetermined factor in establishing statistical significance.

Some reporting errors are always evident in social science research studies due to human subjectivity and situational and instrument mechanical factors. Encouraging honest responses is a challenge due to expected social norms and organizational values. Participant bias and random error in the web-based survey was accounted for in the internal validity of qualitative and quantitative answers. Furthermore, although Likert scales are easy for participants to understand and answer, the participants may intentionally avoid extreme response categories and answer to appear socially appropriate. Moreover, the web-based survey was administered online and may result in decreased validity. However, mixed-mode web-based surveys are preferable to single administered web-based surveys due to reducing the weakness of single mode web-based survey administration with varied web-based survey administration (Dillman, 2000).

Socio-cultural and economic organizational limitations are also considered as a possible limitation in interpreting and analyzing the data for the participant and the researcher. Some participants provided referrals within the NGO and the non-profit sector and may have increased the researcher selection bias. However, the participants' referrals were contacted because this is a participatory research framework. Moreover, validation from participants may increase reliability and validity of participants' capacity to participate, influence, takes ownership of decision-making and transparent relationships (Brinkerhoff, 2002; Bieierle & Konisky, 2001; Kenyon, 2005). Nevertheless, co-generation of knowledge is potentially limiting due to selection bias and knowledge of the research topics from participants. Furthermore, the hypotheses are not value free (Sayer, 1992). Additional limitations may be a Western approach to the research design, methodology and instruments that could weaken differing global cultural responses. However, the participants were familiar with western approaches to web-based survey design instruments and interview questions due to global business and organizational networks and partnerships.

3.8 Summary

This chapter described the research methodology and conceptual design, sample size, hypotheses, research questions, characteristics, research settings, and procedures for sample recruitment and selection, data collection, limitations, importance, and data analysis. Data collection consisted of semi-structured interviews, participant observation, documentation analysis, and a web-based survey to examine interdependent relationships of social responsibility among local communities, governments and corporations with examination of participants' values and beliefs, trust and competitiveness in CSR and sustainability. Finally, strong quantitative data analyses with qualitative methods explaining quantitative outcomes conclude

this chapter. Accordingly, the next chapter will provide quantitative and qualitative data analysis results.

Chapter 4 RESULTS

This chapter presents the results of the quantitative and qualitative data analysis.

Quantitative data analysis results are presented in the first part of the chapter followed by qualitative data analysis results. The quantitative data analysis begins with the demographic characteristics of the participants who completed the web survey and the participants who were interviewed. Next, descriptive statistics are presented of the primary variables from the web survey. The third section of the quantitative data analysis presents results of the hypothesis testing using linear regression.

The first section of the qualitative data analysis will provide a general summary of the demographics of the population sample. Section two will present the web-based survey text data themes stratified by unit of analysis with relevant participant quotes. The third section will provide participants' interview data themes stratified by unit of analysis. Next, the web-based survey and interview themes will be compared for relevant connections to the qualitative data results with triangulation of key global CSR and sustainability reporting tools. Finally, a summary of the quantitative and qualitative analysis and results will conclude this chapter.

4.1 Quantitative

4.1.1 Demographic Information

The quantitative data analysis was based upon a sample of 81 participants who completed a web-based survey. Participants were recruited and selected based upon their CSR and sustainability experience in corporations, federal, state and local governments, and partnerships with local communities. Moreover, the participants' differing theoretical perspectives in CSR and sustainability was another determining factor in the participant recruiting and selection process to enhance credibility to the data analysis and findings. The data analysis results were stratified by sectors and industries and will be discussed in the qualitative section of this chapter.

Eighty-one surveys were started and 75 surveys were completed fully, resulting in a survey completion rate of 92 percent. Participants took an average of thirty minutes to complete the survey, and surveys were completed from November 14, 2011 through August 24, 2012. The survey was comprised of 53 multi-item questions.

Demographic characteristics from the web survey are presented as frequency distribution of gender, age, management level, education, nationality, and ethnicity (see Table 4.1). Where appropriate, certain demographic characteristics were included as covariates in inferential statistics (i.e., control variables). Ethnicity and nationality were open-ended questions and were coded for quantitative analysis. Additional analysis with ethnicity and nationality are discussed in the qualitative section of this chapter.

As shown in Table 4.1, all of the demographic characteristics, with the exception of gender had wide variations in frequency distribution across demographic categories. The largest representative characteristic in each demographic factor were 45-60 in age range (32.1%), Management in the Management level (54.3%), Graduate Degree in Education (49.4%), United States in Nationality (43.2%), and White in Ethnicity (61.7%). Principally males within the age group of 45-60 comprised senior management and management. Senior management is defined as the C-Suite and management is defined as department heads or managers of a department. Most participants in management held graduate and post-graduate degrees with some college, while primarily non-management participants held an undergraduate degree, and most senior management participants received some college. Participants in senior management and management were primarily male with females leading non-management.

Demographic characteristics are also presented for the participants who were interviewed (see Tables 4.2-4.4). Demographic characteristics for the interviewees are presented as frequency distribution of gender, nationality, and public, private and local industry type.

Table 4.1 Demographic Characteristics of Web-Based Survey Study Sample Stratified by Gender, Age, Management Level, Education, Nationality, and Ethnicity

		Total		Male		Female	
		N	%	n	%	n	%
Gender	Male	42	51.9	42	100.0	--	--
	Female	32	39.5	--	--	32	100.0
	No Response	7	8.6	--	--	--	--
Age	18-29	17	21.0**	8	19.0**	8	25.0**
	30-45	25	30.9	11	26.2	14	43.8
	45-60	26	32.1	18	42.9	8	25.0
	60-75	6	7.4	5	11.9	1	3.1
	No Response	7	8.6	0	0.0	1	3.1
	Senior Management	12	14.8**	7	16.7**	4	12.5**
	Management	44	54.3	26	61.9	18	56.2
MGT Level	Non-Management	18	22.2	9	21.4	9	28.1
	No Response	7	8.6	0	0.0	1	3.1
	Some College	3	3.7**	2	4.8**	1	3.1**
Education	Undergraduate Degree	8	9.9	6	14.3	2	6.2
	Graduate Degree	40	49.4	18	42.9	21	65.6
	Post Graduate Degree	24	29.6	16	38.1	8	25.0
	No Response	6	7.4	0	0.0	0	0.0
	Africa	2	2.5**	2	4.8**	0	0.0**
Nationality	Asia	14	17.3	12	28.6	1	3.1
	Europe	6	7.4	2	4.8	4	12.5
	France	13	16.0	4	9.5	9	28.1
	United States	35	43.2	20	47.6	15	46.9
	No response	11	13.6	2	4.8	3	9.4
	Asian	15	18.5**	13	31.0**	1	3.1**
	Black	3	3.7	2	4.8	1	3.1
Ethnicity	Hispanic	3	3.7	1	2.4	2	6.2
	White	50	61.7	24	57.1	26	81.2
	No response	10	12.3	2	4.8	2	6.2

Note. Total frequency is expressed as % of respondents, N = 81; Male frequency is expressed as % of respondents, n = 42; Female frequency is expressed as % of respondents, n = 32.

** $p < .01$ Chi-square test for equality of distribution.

Table 4.2 Demographic Characteristics of Interviewees by Gender, Corporation Private Industry Type, and Nationality

Corporation Industry Type	Nationality	Male		Female		Total	
		n	%	n	%	N	%
Agriculture	United States	9	36.0	6	54.5	15	41.7
	Europe	6	24.0	0	0.0	6	16.7
Consumer Goods & Services	United States	2	8.0	0	0.0	2	5.6
	United States	2	8.0	0	0.0	2	5.6
Chemicals	United States	2	8.0	0	0.0	2	5.6
	Europe	0	0.0	1	9.1	1	2.8
Forestry	United States	0	0.0	1	9.1	1	2.8
Information Technology	United States	1	4.0	1	9.1	2	5.6
	Europe	0	0.0	1	9.1	1	2.8
	India	4	16.0	0	0.0	4	11.1
Industrials	United States	0	0.0	1	9.1	1	2.8
Office Supplies	United States	1	4.0	0	0.0	1	2.8

Note. Total frequency is expressed as % of respondents, N = 36; Male frequency is expressed as % of respondents, n = 25; Female frequency is expressed as % of respondents, n = 11.

Table 4.3 Demographic Characteristics of Interviewees by Gender, Government Public Industry Type, and Nationality

Government Industry Type	Nationality	Male		Female		Total	
		n	%	n	%	N	%
Agriculture	United States	15	42.9	5	22.7	20	35.1
Natural Environment	United States	11	31.4	15	68.2	26	45.6
	Europe	2	5.7	0	0.0	2	3.5
Energy	United States	2	5.7	0	0.0	2	3.5
State	India	2	5.7	1	4.5	3	5.3
Forestry	United States	1	2.9	0	0.0	1	1.8
Labor	United States	1	2.9	1	4.5	2	3.5
Business Development	India	1	2.9	0	0.0	1	1.8

Note. Total frequency is expressed as % of respondents, N = 57; Male frequency is expressed as % of respondents, n = 35; Female frequency is expressed as % of respondents, n = 22.

Table 4.4 Demographic Characteristics of Interviewees by Gender, Local Industry Type, and Nationality

Local Industry Type	Nationality	Male		Female		Total	
		n	%	n	%	N	%
Business Development	United States	1	33.3	2	33.3	3	33.3
Forestry	United States	1	33.3	0	0.0	1	11.1
Natural Environment	United States	0	0.0	1	16.7	1	11.1
International Natural Environment	United States	0	0.0	2	33.3	2	22.2
	Europe	0	0.0	1	16.7	1	11.1
Local Government	Europe	1	33.3	0	0.0	1	11.1

Note. Total frequency is expressed as % of respondents, N = 9; Male frequency is expressed as % of respondents, n = 3; Female frequency is expressed as % of respondents, n = 6.

4.2 Web Survey Variables

SPSS version 20 was used for descriptive and inferential statistics of the web survey variables. The web-based survey was divided into four sections describing social responsibility within the variables: (1) CSR and sustainability, (2) competitiveness, (3) trust and (4) values, and beliefs. The first section examined participants' self-reported attitudes and thoughts about social responsibility within CSR and sustainability. Next, items examining competitiveness were presented to participants. Third, items assessing trust were presented. Finally, items that assessed values and beliefs were presented to participants. Social responsibility in CSR and sustainability was highlighted and not assumed due to differing definitions and practices of social responsibility in CSR.

4.2.1 Sustainability and Social Responsibility

Table 4.5 presents the frequency distribution of participants' knowledge about sustainability, stratified by gender, age, management level, education, nationality, and ethnicity. As shown, n = 58 participants reported knowledge about sustainability (72% of the total sample of N = 81 participants), n = 47 reported knowledge of CSR (58%), and n = 27 reported

knowledge of CSP (33%). Since most participants reported that they were unfamiliar with CSP in the survey and the interviews, this chapter and chapter five focuses predominantly on CSR and sustainability. Furthermore, CSP should have been addressed more specifically and separated from CSR and sustainability in the survey and interview questions.

Table 4.5 Frequency Distribution of Participants' Knowledge about Sustainability Stratified by Gender, Age, Management Level, Education, Nationality, and Ethnicity

	Knowledgeable about sustainability?				Knowledgeable about CSR?				Knowledgeable about CSP?			
	Yes		No		Yes		No		Yes		No	
	n	%	n	%	n	%	n	%	n	%	n	%
Gender												
Male	34	58.6	8	50.0	33	70.2	9	34.6	19	70.4	23	48.9
Female	24	41.4	8	50.0	14	29.8	17	65.4	8	29.6	24	51.1
Age												
18-29	14	24.1	3	18.8	9	18.8	7	28.0	7	25.9	10	21.3
30-45	16	27.6	9	56.2	16	33.3	9	36.0	7	25.9	18	38.3
45-60	23	39.7	3	18.8	18	37.5	8	32.0	11	40.7	15	31.9
60-75	5	8.6	1	6.2	5	10.4	1	4	2	7.4	4	8.5
Management Level												
Non-Management	11	19.0	7	43.8	9	18.8	9	36.0	6	22.2	12	25.5
Management	36	62.1	8	50.0	27	56.2	16	64.0	13	48.1	31	66.0
Senior Management	11	19.0	1	6.2	12	25.0	0	0.0	8	29.6	4	8.5
Education												
Some College	2	3.4	1	6.2	2	4.2	1	3.8	1	3.7	2	4.2
Undergraduate Degree	6	10.2	2	12.5	6	12.5	2	7.7	4	14.8	4	8.3
Graduate Degree	33	55.9	7	43.8	27	56.2	13	50.0	13	48.1	27	56.2
Post Graduate Degree	18	30.5	6	37.5	13	27.1	10	38.5	9	33.3	15	31.2
Nationality												
Africa	1	1.8	1	6.7	1	2.1	1	4.3	1	4.0	1	2.2
Asia	10	18.2	4	26.7	11	23.4	3	13.0	6	24.0	8	17.8
Europe	3	5.5	3	20.0	5	10.6	1	4.3	2	8.0	4	8.9
France	8	14.5	5	33.3	5	10.6	8	34.8	3	12.0	10	22.2
United States	33	60.0	2	13.3	25	53.2	10	43.5	13	52.0	22	48.9
Ethnicity												
Asian	11	20.0	4	25.0	11	23.4	4	16.7	6	24.0	9	19.6
Black	2	3.6	1	6.2	2	4.3	1	4.2	1	4.0	2	4.3
Hispanic	2	3.6	1	6.2	1	2.1	2	8.3	1	4.0	2	4.3
White	40	72.7	10	62.5	33	70.2	17	70.8	17	68.0	33	71.7

Note. N = 81. Frequency are presented as percent of column.

In addition to assessing participant knowledge of sustainability and CSR, the survey assessed participant satisfaction with social responsibility of their country, region and local community. Table 4.6 presents descriptive statistics of satisfaction with social responsibility (SR) by demographic factors. As shown, the highest mean satisfaction with social responsibility occurred in the local community (mean = 4.34). This score reflects responses of “somewhat satisfied”.

Table 4.6 Descriptive Statistics of Satisfaction with Social Responsibility (SR) by Demographic Factors

Demographic Factor		Satisfaction w/SR of Country		Satisfaction w/SR of Region		Satisfaction w/SR of Local Community	
		Mean	SD	Mean	SD	Mean	SD
Gender	Male	3.98	1.59	4.21	1.59	4.38	1.51
	Female	3.81	1.36	4.00	1.29	4.29	1.49
	Total	3.91	1.48	4.12	1.46	4.34	1.49
Age	18-29	3.94	1.35	3.81	1.38	4.00	1.32
	30-45	3.92	1.47	4.28	1.37	4.60	1.50
	45-60	3.88	1.73	4.19	1.65	4.31	1.69
	60-75	4.17	0.98	4.33	1.37	4.67	0.82
MGT Level	Non-Management	3.83	1.38	3.88	1.36	4.00	1.46
	Management	3.95	1.48	4.18	1.45	4.43	1.52
	Senior Management	4.00	1.76	4.33	1.72	4.58	1.51
Education	Some College	3.67	1.53	3.67	1.16	4.33	1.53
	Undergrad Degree	4.50	1.20	4.38	1.30	5.00	1.41
	Graduate Degree	3.83	1.52	4.18	1.48	4.28	1.47
	Post Grad Degree	3.92	1.53	4.04	1.55	4.26	1.57
Nationality	Africa	3.00	1.41	2.50*	0.71	4.50	2.12
	Asia	4.07	1.33	3.93	1.49	3.93	1.39
	Europe	2.83	1.72	3.17	1.60	3.17	1.72
	France	4.38	1.33	4.75	0.97	4.83	1.03
	United States	4.06	1.55	4.43	1.48	4.69	1.51
Ethnicity	Asian	4.20*	1.37	4.07	1.53	4.07	1.44
	Black	3.00	1.00	3.00	1.00	4.67	1.53
	Hispanic	2.00	0.00	3.00	0.00	3.00	1.00
	White	4.10	1.50	4.41	1.44	4.59	1.49

Note. Mean and SD (standard deviation) of responses to “Satisfaction with SR (social responsibility) of country, SR of region, and SR of local community” across gender, age, ethnicity, nationality and management level. Satisfaction items scored 1-7, very dissatisfied-very

satisfied, $N = 81$. * $p < .10$ ANOVA test for difference in mean scores across demographic factor.

4.2.2 Competitiveness

The second section of the survey focuses on competitiveness within CSR, Corporate Social Performance (CSP), sustainability and social responsibility, and Table 4.7 presents descriptive statistics of two survey items that addressed competitiveness: “CSR, CSP, and sustainability are dependent upon competitiveness”, and “I believe it is the responsibility of community members to increase national competitiveness and social responsibility”. As shown, there was no significant difference in the mean competitiveness score across gender, age, management level, education, and ethnicity. However, mean scores for the item “CSR, CSP, and sustainability are dependent upon competitiveness” were significantly different across nationalities, with the highest endorsement occurring in Africans, followed by Americans. Additionally, overall item endorsement by participants was higher for the item “I believe it is the responsibility of community members to increase national competitiveness and social responsibility” than for the dependency on competitiveness item.

Table 4.7 Descriptive Statistics of Competitiveness Survey Items by Demographic Factors

Demographic Factors	CSR, CSP, and Sustainability are Dependent Upon Competitiveness		I Believe it is the Responsibility Of Community Members To Increase National Competitiveness And Social Responsibility	
	Mean	SD	Mean	SD
Gender				
Male	3.83	0.94	4.21	0.81
Female	3.94	0.84	4.06	0.80
Total	3.88	0.89	4.15	0.81
Age				
18-29	3.94	0.97	4.53	0.62
30-45	3.76	0.97	4.04	0.74
45-60	3.88	0.82	4.04	0.82
60-75	4.17	0.75	4.33	0.82
MGT Level				
Non-Management	4.11	0.68	4.17	0.62
Management	3.82	0.95	4.20	0.88
Senior MGT	3.83	1.03	3.92	0.79
Education				
Some College	3.67	1.16	4.67	0.58
Undergrad Degree	4.25	0.46	3.88	0.84
Graduate Degree	3.82	0.98	4.13	0.76
Post Grad Degree	3.92	0.83	4.21	0.88
Nationality				
Africa	4.50*	0.71	4.50	0.71
Asia	3.86	1.03	4.36	0.75
Europe	3.17	1.47	4.17	0.75
France	3.46	0.88	4.08	0.64
United States	4.03	0.62	4.09	0.82
Ethnicity				
Asian	3.87	0.99	4.33	0.72
Black	4.00	1.00	4.33	0.58
Hispanic	4.00	1.00	3.67	1.16
White	3.82	0.87	4.10	0.76

Note. Mean and SD (standard deviation) of responses to “Dependence on Competitiveness” and “Responsibility to Increase Competitiveness” survey items across gender, age, management level

(MGT Level), education, nationality, and ethnicity. Items scored 1-5, definitely false-definitely true, $N = 81$. * $p < .10$ ANOVA test for difference in mean scores across demographic factor.

4.2.3 Trust

Next, the descriptive statistics of several survey items that addressed “trust” were examined (see Tables 4.8 and 4.9). Table 4.8 presents the distinction between personal and relational trust; Table 4.9 presents the distinction between particular and general test. “General trust is based upon universal propensity to trust others” (Luo, 2005, p. 438), and particular trust “exists only in particular dyads” (Ibid, p. 439). The distinction between general trust and particular trust was inferred from participant responses on survey items that assessed self-reported trust for various general and particular targets. For example, “Trust of the Neighborhood” and “Trust of Government” are considered general trust, whereas “Trust of Family” is considered particular trust. As shown in Table 4.9 mean trust for particular targets was higher than mean trust for general targets (e.g., “Trust of Family” mean = 2.86, and “Trust of Neighborhood” mean = 2.15).

Table 4.8 Descriptive Statistics of Personal and Relational Trust Survey Items by Demographic Factors

Demographic Factor		Personal Trust Is Essential To Sustainability, CSR, and CSP		Sustainability, CSR, and CSP are Dependent Upon Relational Trust		Aggressively Work to Develop Trust With My Local Community	
		Mean	SD	Mean	SD	Mean	SD
Gender	Male	4.57*	0.91	4.24	0.82	3.44	0.98
	Female	4.06	1.03	4.23	0.67	3.58	1.06
	Total	4.36	0.99	4.23	0.76	3.50	1.01
Age	18-29	4.06	1.18	4.12	1.05	3.47	1.07
	30-45	4.24	0.97	4.04	0.74	3.54	1.02
	45-60	4.60	0.82	4.32	0.69	3.44	1.00
	60-75	4.50	1.23	4.50	0.55	3.50	1.05
MGT Level	Non-Management	4.00	1.09	4.06	0.54	3.00*	1.09
	Management	4.47	0.96	4.37	0.73	3.69	0.87
	Senior Management	4.64	0.81	3.92	1.17	3.67	1.07
Education	Some College	4.67	0.58	4.67	0.58	4.50	0.71
	Undergraduate Degree	4.25	1.04	4.25	0.46	3.50	1.31
	Graduate Degree	4.34	0.94	4.18	0.76	3.49	1.02
	Post Graduate Degree	4.37	1.14	4.17	0.96	3.42	0.88
Nationality	Africa	5.00	0.00	4.50	0.71	2.00	1.41
	Asia	4.00	1.23	3.71	1.20	3.64	0.75
	Europe	4.33	1.03	4.17	0.75	3.00	1.67
	France	4.08	1.04	4.38	0.65	3.50	1.00
	United States	4.56	0.82	4.26	0.62	3.59	0.96
Ethnicity	Asian	4.07	1.21	3.73	1.16	3.60	0.74
	Black	5.00	0.00	4.33	0.58	2.33	1.16
	Hispanic	4.00	1.41	4.00	1.41	2.50	2.12
	White	4.36	0.96	4.30	0.61	3.55	1.02

Note. Mean and SD (standard deviation) of responses to Personal and Relational Trust survey items across gender, age, management level (MGT Level), education, nationality, and ethnicity. Items scored 1-5, definitely false-definitely true, N = 81. * $p < .05$ ANOVA test for difference in mean scores across demographic factor.

Table 4.9 Descriptive Statistics of Amount of Trust for Various General and Particular Targets by Demographic Factors

Demographic Factor	Trust Family		Trust Church		Trust Neighborhood		Trust Government		Trust Corporation		Trust People You Meet	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Gender												
Male	2.85	0.36	1.92	0.69	2.07	0.46	1.86	0.47	1.86	0.57	1.85	0.36
Female	2.87	0.34	2.04	0.69	2.25	0.57	1.84	0.45	1.75	0.62	1.97	0.40
Total	2.86	0.35	1.97	0.69	2.15	0.52	1.85	0.46	1.81	0.59	1.90	0.38
Age												
18-29	2.88	0.33	1.60**	0.63	2.29	0.47	1.88	0.60	2.06	0.43	1.94	0.25
30-45	2.92	0.28	1.79	0.63	2.12	0.67	1.84	0.47	1.76	0.72	1.88	0.53
45-60	2.80	0.41	2.21	0.59	2.08	0.39	1.81	0.40	1.69	0.55	1.92	0.27
60-75	2.83	0.41	2.50	0.84	2.17	0.41	1.83	0.41	1.83	0.41	1.83	0.41
MGT Level												
Non-MGT	2.72	0.46	1.82	0.73	2.06**	0.42	1.72**	0.58	1.72	0.58	1.83	0.38
MGT	2.88	0.32	1.92	0.60	2.27	0.50	2.00	0.31	1.91	0.52	1.95	0.38
Senior MGT	3.00	0.00	2.25	0.87	1.75	0.45	1.42	0.52	1.50	0.67	1.83	0.39
Education												
Some College	3.00	0.00	2.50	0.71	2.33	0.58	1.67	0.58	2.00	1.00	2.00*	0.00
Undergrad	2.88	0.35	2.00	0.54	1.88	0.35	1.75	0.46	1.88	0.64	1.75	0.46
Grad Degree	2.87	0.34	1.90	0.75	2.22	0.48	1.87	0.40	1.73	0.55	2.03	0.28
Post Grad	2.83	0.38	1.96	0.69	2.08	0.58	1.83	0.57	1.92	0.58	1.75	0.44
Nationality												
Africa	2.50	0.71	1.50*	0.71	1.50	0.71	1.00*	0.00	2.50	0.71	1.50	0.71
Asia	2.93	0.27	1.57	0.65	2.00	0.39	1.86	0.66	2.00	0.56	1.93	0.27
Europe	2.67	0.52	2.00	1.00	2.17	0.41	1.50	0.55	1.67	0.52	2.17	0.41
France	3.00	0.00	1.71	0.49	2.46	0.66	1.77	0.44	2.00	0.58	2.00	0.43
United States	2.88	0.33	2.19	0.64	2.14	0.49	1.97	0.30	1.63	0.60	1.91	0.28
Ethnicity												
Asian	2.87*	0.35	1.60	0.63	2.00	0.38	1.87	0.64	2.00*	0.54	1.93	0.26
Black	2.33	0.58	1.67	0.58	1.67	0.58	1.33	0.58	2.33	0.58	1.67	0.58
Hispanic	2.67	0.58	2.00	1.41	2.00	0.00	1.33	0.58	1.00	0.00	2.00	0.00
White	2.92	0.28	2.12	0.68	2.24	0.56	1.88	0.39	1.76	0.59	1.94	0.38

Note. Mean and SD (standard deviation) of responses to “Trust” items across gender, age, management level (MGT Level), education, nationality, and ethnicity. Items scored 1-3, do not trust-trust completely, N = 81.

* $p < .05$ ** $p < .01$ ANOVA test for difference in mean scores across demographic factor.

4.2.4 Values and Beliefs

The final section of the web survey evaluated participants' self-reported values and beliefs about such targets as the environment, money, work, local community, relational trust, and community competitiveness. The descriptive statistics of several survey items that addressed “values and beliefs” are presented in Tables 4.10 and 4.11.

Table 4.10 Frequency Distribution of Participants' Responses to Values and Beliefs Items About Environmental Protection, Stratified by Gender, Age, Management (MGT) Level, Education, Nationality, and Ethnicity

Demographic Factor		Protecting The Environment Should Be Given Priority, Even If It Causes Slower Economic Growth And Some Loss Of Jobs		Protecting Economic Growth & Creating Jobs Should Be Given Priority, Even If It Causes Slower Environmental Protection	
		n	%	n	%
Gender	Male	21	30.9	17	25.0
	Female	17	25.0	13	19.1
Age	18-29	10	14.7	4	5.9
	30-45	13	19.1	12	17.6
	45-60	11	16.2	12	17.6
	60-75	4	5.9	2	2.9
MGT Level	Non-MGT	7	10.1	9	13.0
	MGT	25	36.2	16	23.2
	Senior MGT	7	10.1	5	7.2
Education	Some College	1	1.4	2	2.9
	Undergrad Degree	2	2.9	6	8.7
	Graduate Degree	24	34.8	13	18.8
	Post Grad Degree	12	17.4	9	13.0
Nationality	Africa	1	1.6	1	1.6
	Asia	8	12.5	5	7.8
	Europe	1	1.6	5	7.8
	France	5	7.8	6	9.4
	United States	21	32.8	11	17.2
Ethnicity	Asian	8	12.3	1	9.2
	Black	1	1.5	1	3.1
	Hispanic	2	3.1	2	1.5
	White	25	38.5	26	30.8

Note. N = 81

Table 4.11 Descriptive Statistics of Values and Beliefs Survey Items by Demographic Factors

	Money		Work		Local Community		Relational Trust		Individual Competitiveness		Community Competitiveness	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD
Gender												
Male	3.88	0.50	4.17	0.62	3.74	0.83	4.17	0.85	3.98*	0.81	3.60	0.83
Female	3.83	0.65	4.17	0.65	3.63	0.72	4.38	0.68	3.45	0.99	3.27	0.79
Total	3.86	0.56	4.17	0.63	3.69	0.78	4.25	0.79	3.76	0.92	3.46	0.82
Age												
18-29	3.88	0.33	4.06	0.56	3.41	0.94	4.00	0.87	3.71	1.11	3.59	0.87
30-45	4.00	0.60	4.26	0.69	3.91	0.67	4.35	0.65	3.87	0.97	3.43	0.84
45-60	3.73	0.45	4.15	0.46	3.65	0.75	4.36	0.57	3.84	0.69	3.50	0.71
60-75	3.67	1.03	4.00	1.10	3.67	0.82	4.00	1.55	3.17	0.98	2.83	0.98
MGT Level												
Non-MGT	3.89	0.47	4.00	0.69	3.44	0.98	4.22	0.88	3.22**	0.94	3.00**	1.14
MGT	3.86	0.57	4.19	0.63	3.79	0.57	4.22	0.82	4.02	0.72	3.69	0.56
Senior MGT	3.92	0.67	4.25	0.45	3.92	0.67	4.33	0.49	3.92	0.79	3.33	0.78
Education												
Some College	3.67	0.58	4.67	0.58	4.00	0.00	3.67	0.58	4.00	1.00	3.67	0.58
Undergrad	3.75	0.46	3.88	0.84	3.75	0.71	4.50	0.54	3.88	0.99	3.75	1.04
Graduate	3.76	0.59	4.11	0.61	3.61	0.89	4.32	0.88	3.68	1.00	3.42	0.76
Post Graduate	4.08	0.50	4.29	0.55	3.75	0.68	4.13	0.68	3.83	0.76	3.37	0.88
Nationality												
Africa	4.00	0.00	4.50	0.71	3.00*	1.41	5.00	0.00	5.00	0.00	5.00*	0.00
Asia	4.07	0.48	4.21	0.58	4.00	0.78	3.93	0.83	4.14	0.95	3.64	0.93
Europe	3.50	0.84	4.17	0.41	3.67	0.82	4.33	0.82	3.83	0.98	3.33	0.82
France	4.00	0.45	4.18	0.60	3.09	0.83	4.36	0.51	3.45	0.93	3.27	0.65
United States	3.71	0.52	4.06	0.68	3.77	0.69	4.26	0.83	3.68	0.84	3.43	0.70
Ethnicity												
Asian	4.07	0.46	4.20	0.56	4.00	0.76	3.93	0.80	4.13	0.92	3.60*	0.91
Black	4.00	0.00	4.33	0.58	3.33	1.16	4.67	0.58	4.67	0.58	4.67	0.58
Hispanic	3.33	0.58	4.33	0.58	4.00	0.00	3.50	0.71	4.00	1.41	3.33	1.16
White	3.79	0.58	4.10	0.66	3.56	0.80	4.35	0.76	3.58	0.90	3.33	0.75

Note. Mean and SD (standard deviation) of responses to Values and Beliefs survey items across gender, age, management level (MGT Level), education, nationality, and ethnicity. The importance of items scored 1-5, not at all important-extremely important, N = 81.

* $p < .05$ ** $p < .01$ ANOVA test for difference in mean scores across demographic factor.

4.3 Hypothesis Testing

The purpose of this study was to investigate the social domain of CSR and sustainability among local communities, governments and corporations. The primary intention of the research study was to examine the presumptive lack of social responsibility from local communities with corporations and governments and examine an underdeveloped social domain in CSR and sustainability as suggested by the literature. However, results of hypothesis testing found statistical support for all three study hypotheses, suggesting that for the sample of participants that were studied in this research, social responsibility does occur at the local level and does appear to have a significant impact on local, national, and regional competitive advantage. Specifically, H1 stated, “If local communities are held accountable for social responsibility by corporations, then local, national and regional competitive advantage will increase”; H2 stated, “If governments hold local communities accountable for national competitiveness and social responsibility then local communities will become a driving force for national and global competitive advantage”; and H3 stated, “If local communities hold government and corporations accountable for social responsibility then local, national and regional competitive advantage will increase”.

4.3.1 Research Question One: The Role of Corporations in Social Responsibility and Competitiveness

Research question one asks, “Is social responsibility within local communities dependent upon corporations to increase local, regional and national competitive advantage”? This question was tested by H1 using the inferential statistic linear regression in which the dependent variable “National competitiveness is dependent upon local community competitiveness” was regressed

on the independent variable “Local communities require accountability from corporations for social responsibility and local community competitiveness”. Additionally, age and management level were included in the regression analysis covariates (controlling variables). As shown in Table 4.12, the independent variable is a significant predictor of the dependent variable at the $p < .05$ level of significance. This result suggests the null hypothesis for H1 can be rejected and H1 has statistical support. Accordingly, when local communities are held accountable for social responsibility by corporations, then local, national and regional competitive advantage is likely to increase.

Table 4.12 Linear Regression Results Testing H1

Independent Variable	B	SE	<i>T</i>	<i>p</i>
Local communities require accountability from corporations for social responsibility and local community competitiveness	.285	.127	2.24	.028*
Age	-.221	.108	-2.05	.044*
Management Level	.080	.156	.52	.608

Note. R-square = .118; $F_{3,71} = 3.04$, $p = .035$

* $p < .05$ Linear Regression test for significance of independent variable as a predictor of increase in local, national, and regional competitive advantage (the dependent variable).

4.3.2 Research Question Two: The Role of Governments in Social Responsibility and Competitiveness

Research question two asks, “Are local communities dependent upon governments for social responsibility and increasing national and global competitive advantage”? This question was tested by H2 using the inferential statistic linear regression in which the dependent variable “National competitiveness is dependent upon local community competitiveness” was regressed on the independent variable “Government is responsible for local communities’ responsibility

and competitiveness”. Additionally, age and management level were included in the regression analysis covariates (controlling variables). As shown in Table 4.13, the independent variable is a significant predictor of the dependent variable at the $p < .05$ level of significance. This result suggests the null hypothesis for H2 can be rejected and H2 has statistical support. Accordingly, when governments hold local communities accountable for social responsibility and competitiveness, then local, national and regional competitive advantage is likely to increase.

Table 4.13 Linear Regression Results Testing H2

Independent Variable	B	SE	T	p
Government is responsible for social responsibility and competitiveness at the local level	.209	.088	2.39	.020*
Age	-.173	.117	-1.48	.144
Management Level	.147	.096	1.54	.129

Note. R-square = .103; $F_{3,71} = 4.62$, $p = .013$

* $p < .05$ Linear Regression test for significance of independent variable as a predictor of increase in local, national, and regional competitive advantage.

4.3.3 Research Question Three: The Role of Local Communities in Social Responsibility and Competitiveness

Research question three asks, “Are governments and corporations dependent upon local communities for social responsibility that results in increasing local, national and regional competitive advantage”? This question was tested by H3 using the inferential statistic linear regression in which the dependent variable “National competitiveness is dependent upon local community competitiveness” was regressed on the independent variable “Local communities require accountability from government for social responsibility and local community competitiveness”. Additionally, age and management level were included in the regression

analysis covariates (controlling variables). As shown in Table 4.14, the independent variable is a significant predictor of the dependent variable at the $p < .01$ level of significance. This result suggests the null hypothesis for H3 can be rejected and H3 has statistical support. Accordingly, when local communities hold government and corporations accountable for social responsibility and competitiveness, then local, national and regional competitive advantage is likely to increase.

Table 4.14 Linear Regression Results Testing H3

	B	SE	T	p
Local communities require accountability from government for social responsibility and local community competitiveness	.348	.127	2.74	.008**
Age	-.231	.105	-2.21	.031*
Management Level	.038	.153	.25	.805

Note. R-square = .164; $F_{3,71} = 4.62$, $p = .006$

* $p < .05$ ** $p < .01$ Linear Regression test for significance of independent variable as a predictor of increase in local, national, and regional competitive advantage.

4.4 Qualitative

4.4.1 Demographic Information

The interview participants were recruited and selected from corporations with CSR and sustainability strategies and initiatives in global, national, regional, and local community partnerships. In addition, experience with federal, state, and local governments was another determining factor in the participant recruiting and selection process to enhance theoretical perspectives in CSR and sustainability. One-hundred and eleven participants were recruited and selected for the interview questions in an average duration time between 45 through 60 minutes

for each participant. The semi-structured interviews were conducted by telephone and in person. The interview questions were divided into two sections. The first section consisted of eleven questions for participants who are knowledgeable about CSR and sustainability. The second section consisted of twelve interview questions for participants new to CSR and sustainability (See Interview Questions in Appendix).

Sixty-three males and 46 females completed the interview questions for a total of 109 completed interviews. The remaining two male participants were initially very interested in the telephone and email exchanges, but did not complete the interview questions due to a change of job and restrictions from the corporate legal department. Therefore, two out of the 111 interviews were incomplete and are not included in the data analysis resulting in 109 completed interviews with two incomplete interviews for a total of 111 interviews.

4.5 Stratification of Web-based Survey Text Themes and Key Quotes by Unit of Analysis

The web-based survey text is stratified by unit of analyses beginning with the country/region level, followed by management levels, age groups, gender, education levels, and ethnic groups. The survey text data analysis results are summarized by significance and major patterns for final key themes. Furthermore, the web-based survey text is divided into eight categories consisting of additional comments from the participants for greater depth and understanding of the independent/control and dependent variables and triangulation of quantitative and qualitative data. The eight categories from the web-based survey text include sustainability comments, CSR comments, CSP comments, the definition of social, trust comments, other comments, competitiveness comments, and values and beliefs comments. The participants' comments are summarized in themes and quotes within each category. Most

participants added comments about sustainability and CSR, while few participants included comments for the remaining six categories (See Web-Based Survey Text Results in Appendix).

4.5.1 Country/Region Level

Most participants from various countries describe sustainability as sustainable development similar to the Brundtland Report with three pillars that emphasize the environmental pillars over the economic and social pillars.

“use the Brundtlandt definition”, “meeting today’s needs without compromising the future”, “preserve our resources” and “sustainable development with three pillars”

(See Web-Based Survey Text Results in Appendix).

The USA includes social responsibility as an implicit characteristic of sustainability. The exception is Japan, Spain, and France. Harmony defines sustainability in Japan, evolution is critical in Spain while France adds Creating Shared Value (CSV) with a strong emphasis on corporate driven sustainably initiatives (See Web-based Survey Text Results in Appendix).

The participants’ CSR comments are a bit more heterogeneous and use CSR and sustainability interchangeably.

“Business imperative”, “local, regional and global platforms”, “all three required for long-term global population”, the company developed a natural solution in a sustainable way” and “transforming the lives of human beings and existing systems”

CSR in Japan “requires an ethic for everything” thereby limits individual freedom. France is focused on “balance and prosperity”, while “public policy” drives CSR in India. CSR requires a “sustainable lifestyle” in Romania. The USA defines CSR as the “right efforts and terms”, whereas Afghanistan emphasizes “relationships and “serving others” (See Web-based Survey Text Results in Appendix). Most participants in all countries define social as

“interactions with others”, “me vs. others vs. me”, “investigative journalism”, and “human rights” (See Web-based Survey Text Results in Appendix).

Likewise, trust is generally understood as
trust earned over time”, and “contextual”, or simply portraying a lower level of trust in people
generally such as

“people would probably take advantage of you”

(See Web-based Survey Text Results in Appendix).

In general, most participants define competitiveness as an economic driven feature in CSR and sustainability that is individually and relationally driven. In general, participants added comments in values and beliefs regarding the importance of relationships with others (See Web-based Survey Text Results in Appendix).

4.5.2 Management Levels

Generally, sustainability is described homogenously across management levels as a three pillar continual process in sustainable development

“Three pillars”, “three pillar holistic”, “three pillar equity”, “the process of continued use” and “three pillar long-term”.

(See Web-Based Survey Text Results in Appendix).

In contrast, CSR portrays greater heterogeneity with some participants in management and non-management uncertain of the meaning of social responsibility.

“CSR is separate from sustainability”, “requires ethics for everything”, “wrong terms”, “I do not know what it is” and “dedicated leadership”

(See Web-Based Survey Text Results in Appendix).

A participant (number seventy-one) in senior management believes companies can implement CSR separate from sustainability. Likewise, a participant in management (number twenty-three) suggests moving from a focus on social responsibility to a sustainability focus (See Web-Based Survey Text Results in Appendix). Other participants describe corporations as lacking genuine concern for social responsibility. For example, a participant from management (number thirty-one) comments,

“Companies appear to be acting more socially responsible until the media unearths info about their bad practices-like bribing other countries to get out of regs. Makes it difficult to have a lot of faith in what companies preach (e.g., Walmart).

Another participant in management (number four) states,

“Only a few takes up any social responsibility”. A senior management participant (number one) argues, “Corporates never want to be socially responsible. But the public policies of different countries make them or rather hold them responsible”.

Likewise, a participant in non-management (number fifteen) comments,

“True CSR exists in rare instances where the corporate leadership is truly committed/morally compelled, otherwise, there is much green washing and corporate branding about. It is the individual responsibility of shareholders and consumers to hold large corporations accountable”.

On the other hand, a participant in management (number 58) provides insight into companies that demonstrate social responsibility in the organizations’ business strategy and states,

“The company I work for has a purpose to develop natural solutions in a sustainable way, green chemistry for animal husbandry and crop rising. It is today essential to produce food in quantities to feed 9 billion people in 2050 but this has to be done in the respect of animals and nature. The range we develop is made for welfare, hygiene and efficiency of animal nutrition, using less antibiotics and chemicals such as pesticide. Working for this company, I have the feeling to work in a sustainable spirit. It was part of the reason I wanted to work for it”.

Participants across management levels generally define social as social welfare, community, and external interactions with others (See Web-Based Survey Text Results in Appendix). Competitiveness included comments from management such as increasing accountability and social welfare, and individually and relationally driven. A participant in management (number 58) argues,

“Competitiveness is not to be put against social responsibility, but with it” (See Web-Based Survey Text Results in Appendix).

4.5.3 Age Groups

Sustainability across age groups is generally defined as sustainable development with three pillars consisting of economic, environment and social domains and a strong focus on the environmental dimension. However, age groups 30 through 45 include Creating Shared Value (CSV) and corporate driven initiatives. CSR is represented with greater heterogeneity than sustainability across age levels. A participant within the age group of 18 through 29 suggests communicating CSR to people who do not know about CSR in local communities (See Table 4.15).

“But there has to be someone to transfer these messages to the local people who have not heard about corporate social responsibility”
(See Web-Based Survey Text Results _Participant number 79).

Table 4.15 Values and Beliefs of Sustainability and CSR Participant Quotes by Age Groups

Age Groups	Sustainability	CSR
18-29	“Sustainable Development”	“CSR is important for modern day business”
30-44	“Brundtland definition long-term”; “environment management system”	“Creating Shared Value”; “Corporate leadership driven”
45-60	“3 legged long-term”; “production, preservation and profit”; “environment driven”	“Commercial wording”; “For the greatest good for the longest time”
60-75	“3 pillars long-term”; “environment driven”	“Accountability is critical to creating a truly equitable and balanced society”

In general, participants’ comments across age groups highlight CSR as corporate trust fragmentation, and corporate driven initiatives (See Web-Based Survey Text Results in Appendix). Social is defined homogenously across age groups resulting in external interactions with others. Some differences within age groups include a focus on social welfare, human rights and the common good (See Web-Based Survey Text Results in Appendix). Likewise, trust is defined within the parameters of general and particular trust. However, a participant (number four) within the age group of 45 through 60 comments,

“too old to trust everybody and everything”

implying that trust may decrease in age (See Web-Based Survey Text Results in Appendix).

Competitiveness is generally described across age groups as contextually driven by accountability, government, corporations, stakeholders, management and culture and values and beliefs within age groups highlighting ethics and relational levels (See Web-Based Survey Text Results in Appendix).

4.5.4 Gender Groups

Both genders describe sustainability as economic, social, and environmental pillars with an emphasis on the environment and describe CSR as uncertainty of correct terms and

definitional constraints. Social is defined homogenously within both genders resulting in external interactions with others. Comments of trust from males resulted in particular and general trust, while females focused on particular trust. One female participant (number fourteen) commented,

“There is a gender issue missing here- I have had many coworkers, local businesses and others take advantage of women-therefore I have lost trust”

(See Web-Based Survey Text Results in Appendix). Both genders define social responsibility in CSR and sustainability as a competitive and economic driven feature that is socially constructed.

“A responsible society is competitive”, “limits freedom”, “societal good”, “culturally contextual”, “societal benefits”, “sustainability is social responsibility”, “future balance and prosperity”, “business driven”, “economic driven”, “economic growth” and “corporate driven”

(See Web-Based Survey Text Results in Appendix).

Values and beliefs are depicted as socially driven and constructed for females and males.

“Good working relationships”, “require relations with others”, and “continuously cultivate the relational levels of life”

(See Web-Based Survey Text Results in Appendix).

4.5.5 Education Levels

Participants across educational levels generally describe sustainability as economic, social, and environmental pillars with an emphasis on the environmental domain.

“Environment driven”, “environment and politically driven term”, “environmental stewardship”, “preservation and profit”, and “environment and preservation”.

CSR is defined as corporate driven across educational levels with some uncertainty from participants in the doctorate, graduate and undergraduate levels

“drives business, “corp driven”, “prosperity” and “uncertainty”

(See Web-Based Survey Text Results in Appendix).

Overall, social is described as external interactions with others and societal well-being and welfare within the doctorate, graduate and undergraduate levels with an individual focus from participants with some college (See Web-Based Survey Text Results in Appendix). Participants within the doctorate and graduate levels describe trust as particular and general, while the undergraduate and some college levels focus on particular trust (See Web-Based Survey Text Results in Appendix). Participants across educational levels highlight values and beliefs as ethics and relational levels. Competitiveness is defined heterogeneously across educational levels (See Web-Based Survey Text Results in Appendix).

4.5.6 Ethnic Groups

Caucasians, Asians, Latinos, Romanians, Afghans, Dravidians and the French describe sustainability as sustainable development with three pillars consisting of economic, environment, and social domains.

“Three domain long-term survival”, three pillar long-term”, “Brundtland definition”, “three pillar prosperity”, and “three pillar equity”.

Europeans highlight

“Three pillar business strategy” and “three pillar balance”.

The Spanish focus on

“Evolution without destruction”. (See Web-Based Survey Text Results in Appendix).

CSR across ethnic groups resulted in heterogeneous comments within ethnic categories.

“Corps never want to be responsible”, “few are responsible”, commercial word limitation”, “radical transformation”, “local knowledge”, “limits sustainability”, “social is limited to people – not all three”, and “balance of progress over time”.

Social was defined as external interactions with others across ethnic groups.

“Involvement of people in society”, “interacting with others”, “orientations and interactions with others”, and “relationships between people”.

The Spanish, Asians, Caucasians, and French describe trust as particular.

”Internal relationship driven”, “I trust in my family and God. All the rest is relative”. “Do I know them personally or not”? “Trust is not easy to give right from the beginning”, “trust is earned over time” and “trust completely makes it difficult to choose”

(See Web-Based Survey Text Results in Appendix).

General trust was highlighted among Romanians and Afghans.

“In each and every step of life trust is important to keep relationships and develop our business”. “A positive construction and responsible in continuing the good things. We solidarize to recreate on a solid foundation of our society”

(See Web-Based Survey Text Results in Appendix).

Competitiveness across ethnic groups was heterogeneous with the exception from participants in Spanish, Asian and Caucasian categories.

“Various sense of values”, CSR and CSP determine competitiveness”, “not related to CSR”, “global standards limitation”, “collaborative competition”, “high performance”, “government policy driven” and “growth limitation”

(See Web-Based Survey Text Results in Appendix).

The Spanish, Asian, and Caucasian participants’ commented that the concept of competitiveness has a definitional limitation.

“Word definition limitation”, “definition limitation” and “we should do better”, not necessarily more, growing faster than the world is not the way”

(See Web-Based Survey Text Results in Appendix).

Insert some raw qualitative data to support claim

Values and beliefs were described as question limitations from the Spanish and Americans.

“God said to work and make money by wealding – only delinquents work without effort including speculators”, and “hard work and luck and connections are linked and not separate”.

Values and beliefs were depicted as ethics from Asians, and French.

“Good working ethics and relationships” and “ethical values”

and relational levels from Romanians and Afghans.

“Relational levels of life” and “serve others in the community”

(See Web-Based Survey Text Results in Appendix).

4.6 Stratification of Interview Data Themes by Unit of Analysis

4.6.1 Individual

Stratification of the interview data themes includes individual, gender, sector/industry and country/region. The data themes are presented by unit of analysis in tables 4.16 through 4.20. Participants’ significant codes, major patterns and final themes are highlighted by question number in tables 4.16 through 4.20. CSR and sustainability are socio-economic and natural environment driven, while responsibility and competitiveness are culturally interdependent and drives sustainability and CSR. CSP data are not included due to participants’ significant uncertainty of what the concept means and its lack of practice within CSR and sustainability (Table 4.16). Question 4 in section two resulted in participant uncertainty. This may be a result of the question wording or context. The key themes resulted in selection bias, dependency on global and national reporting tools, individual driven, social responsibility knowledge fragmentation, discipline fragmentation, social fragmentation, and cultural fragmentation.

Table 4.16 The Relationship of Individual Participant Codes/Patterns to Final Themes

Question Number	Individual Participant Significant Codes/Major Patterns	Final Themes
<i>Section I</i> 1. How do you and others (local communities, governments and corporations) define sustainability, CSR, CSP, responsibility and competitiveness?	<i>Sustainability</i> -Sustainable Development; <i>CSR</i> - Corporate Driven; <i>CSP-Uncertainty</i> <i>Responsibility</i> – Right mindset or mental state- moral focus; service <i>Competitiveness</i> – money; value sets; guiding principles; differentiation;	Sustainability and CSR is socio-economic and natural environment driven. CSP-N/A Responsibility and competitiveness depicts cultural fragmentation.
2. How can corporations, governments, and local communities create processes and patterns of shared responsibility and learning?	Right partnerships, groups and issues; change mindset; broad mindsets; culture driven; degrees of will; degrees of responsibility	Cultural fragmentation; Selection bias
3. How do you measure Sustainability, CSR, and CSP? What needs to be measured effectively to impact financial returns?	Uncertainty; survey needs; privacy issue; social uncertainty	Dependency on global and national reporting tools; Industry driven
4. Who determines responsibility among local communities, governments, and corporations? What is the difference in responsibility levels?	All; right people and leadership; stakeholder driven; mandate driven; No one – third party driven; environment driven	Selection bias; Industry driven; Social responsibility knowledge fragmentation
5. Please describe any gaps in the rule structures of sustainability, CSR, and CSP that you have experienced.	Expert dependent; lack of uncertainty; voluntary; measuring inconsistency; laws not a solution; language gap	Individual driven
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?	Right mindset; corporation driven; isolated disciplines; individual freedom driven	Discipline fragmentation; Selection bias
7. If there is no CSR, CSP, and sustainability strategy, is there a vision or mission statement/corporate plan/other structure?	Right people and right mindset; trust pays off in the future (CSV) embeddedness; self-interest driven; synthesize social responsibility	Individually driven implicit social responsibility; Selection bias

Table 4.16 Continued

8. Has the organization's CSR, CSP, and sustainability been audited/reviewed to evaluate its effectiveness?	Thirty-four out of one-hundred and eleven said no. Government driven internal and external reviews; 3 rd party (NGO, ISO, GRI)	Secondary Sources Pre-determined Social Responsibility Reporting
9. How do you monitor social performance and social responsibility?	Surveys; Relationship monitoring; Industry driven specific criteria to determine change in local community	Dependency on global and nationally recognized reporting tools; Social outputs emphasis.
10. Do you receive training on CSR, CSP, and sustainability? Is it effective for inter-organizational learning? Why or why not?	Forty-one out of one hundred and eleven participants said no. On the job; expert dependent; code of conduct guiding principles	Voluntary individual moral expectations focus.
11. Do you report on CSR, CSP, and sustainability? If so, what types of reports are published?	Thirty participants said no out of one hundred and eleven participants. Reliance on secondary sources such as GRI, ISO 26000, IR, DJSI.	Dependency on global and nationally recognized reporting tools.
<i>Section II</i> 4. What are the legal, environmental, social, economic, technological, religious, cultural, and political attributes of perceived and reality-based risk management among local communities, government, and corporations?	Thirty-six participants conveyed uncertainty out of one hundred and eleven participants. Local community driven.	Uncertainty; Local community environment drives corporate involvement;
7. Are local communities taking responsibility to work with your organization? Why or why not?	Thirty-two out of one hundred and eleven participants said no. Need broad knowledge; Local community mindset; Limited local community boundaries and expectations.	Cultural fragmentation

4.6.2 Gender

The female key final themes resulted in social fragmentation within local communities, governments and corporations (See Table 4.17). Selection bias, discipline fragmentation, and cultural fragmentation provide the results of the relationships between male participant codes and patterns to key final themes (See Table 4.18). Discipline fragmentation within the female and

male results depicts a conflicting and diverse social responsibility focus within the economic, social and environmental domains. It is no surprise that another key theme within male and female interview data codes and patterns is the dependency of corporations and governments to depend upon pre-determined national and global recognized secondary sources for CSR and sustainability reporting tools in social responsibility initiatives and strategies.

Table 4.17 The Relationship of Female Participant Codes/Patterns to Final Themes

Question Number	Female Participant Significant Codes/Major Patterns	Final Themes
<i>Section I</i> 4. Who determines responsibility among local communities, governments, and corporations? What is the difference in responsibility levels?	All; contextual; government and corporation driven; local community and corporation driven; locally driven; environment driven; industry partnerships driven	Industry strategy driven; Discipline fragmentation.
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?	Personal driven; local community driven; government driven; management and leadership driven; dialogue driven	Discipline fragmentation.
9. How do you monitor social performance and social responsibility?	Surveys; Uncertainty; Societal benefits driven; Regulation driven	Dependency on national and global recognized reporting tools.
<i>Section II</i> 4. What are the legal, environmental, social, economic, technological, religious, cultural, and political attributes of perceived and reality-based risk management among local communities, government, and corporations?	Uncertainty; Industry driven; scenario driven relationships	Uncertainty; Social fragmentation.
7. Are local communities taking responsibility to work with your organization? Why or why not?	Negative perceptions of corporations; Need local community voice heard; Corporate driven; Government not helping.	Social fragmentation.

Table 4.18 The Relationship of Male Participant Codes/Patterns to Final Themes

Question Number	Male Participant Significant Codes/Major Patterns	Final Themes
<i>Section I</i> 4. Who determines responsibility among local communities, governments, and corporations? What is the difference in responsibility levels?	All different; Self-interest driven; No one; Mandate driven.	Discipline fragmentation.
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?	Corporation values driven; right mindset; individual driven.	Cultural fragmentation; Selection bias.
9. How do you monitor social performance and social responsibility?	Surveys; Uncertainty; Relationship monitoring; Pre-determined national and global social reporting tools.	Dependency on national and globally recognized reporting tools.
<i>Section II</i> 4. What are the legal, environmental, social, economic, technological, religious, cultural, and political attributes of perceived and reality-based risk management among local communities, government, and corporations?	Uncertainty; Societal needs understanding; Locally driven.	Uncertainty; Discipline fragmentation.
7. Are local communities taking responsibility to work with your organization? Why or why not?	Locally driven; Government driven; Limited local community boundaries and expectations; Right Mindset.	Social and cultural fragmentation; Selection bias.

4.6.3 Sector/Industry

Sector/Industry stratification resulted in similar key themes in comparison to gender stratification with a greater emphasis on uncertainty and social fragmentation (See Table 4.19).

Table 4.19 The Relationship of Sector Codes/Patterns to Final Themes

Question Number	Sector/Industry Significant Codes/Major Patterns	Final Themes
<i>Section I</i> 4. Who determines responsibility among local communities, governments, and corporations? What is the difference in responsibility levels?	<i>Non-profit (NP)</i> - All; <i>Public Agriculture (AG)</i> – All <i>Private AG</i> – Contextual <i>Private Chemicals</i> – Local community driven <i>Consumer Products</i> – Local community driven <i>Private Information Technology (IT)</i> – Industry partnerships <i>Public (Federal, State and local governments)</i> – All; Mandate driven; Government driven	Discipline fragmentation; Social fragmentation.
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?	<i>Non-profit (NP)</i> – Monitor public and company values <i>Public Agriculture (AG)</i> – Individual driven <i>Private AG</i> – Right mindset; consistency of culture <i>Private Chemicals</i> – Corporate values and code of conduct driven <i>Consumer Products</i> – Corporate values and code of conduct driven <i>Private Information Technology (IT)</i> – Philanthropy; voluntary <i>Public (Federal, State and local governments)</i> – Right mindset; Individual driven; Government driven	Cultural fragmentation; Social fragmentation; Selection bias.
9. How do you monitor social performance and social responsibility?	<i>Non-profit (NP)</i> – Local community benefits driven; Corporation monitoring <i>Public Agriculture (AG)</i> – Individual driven <i>Private AG</i> – Supply chain monitoring <i>Private Chemicals</i> – Set expectations <i>Consumer Products</i> – Set expectations <i>Private Information Technology (IT)</i> – Digital inclusion <i>Public (Federal, State and local governments)</i> – Benefits and self-interest driven; Local community driven	Societal benefits driven within pre-determined national and global social reporting tools.

Table 4.19 Continued

<p><i>Section II</i></p> <p>4. What are the legal, environmental, social, economic, technological, religious, cultural, and political attributes of perceived and reality-based risk management among local communities, government, and corporations?</p>	<p><i>Non-profit (NP)</i> – Uncertainty <i>Public Agriculture (AG)</i> – Uncertainty <i>Private AG</i> – Uncertainty <i>Private Chemicals</i> – Uncertainty <i>Consumer Products</i> – Corporate values and code of conduct driven <i>Private Information Technology (IT)</i> – Scenario driven <i>Public (Federal, State and local governments)</i> – Uncertainty; Local community driven; Corporation dependent</p>	<p>Uncertainty; Discipline fragmentation.</p>
<p>7. Are local communities taking responsibility to work with your organization? Why or why not?</p>	<p><i>Non-profit (NP)</i> – Local community partnership outreach <i>Public Agriculture (AG)</i> – No voluntary choice; Need opportunities <i>Private AG</i> – Right mindset; Local community role <i>Private Chemicals</i> – Dialogue <i>Consumer Products</i> – Human rights challenges <i>Private Information Technology (IT)</i> – Uncertainty; Local community participation <i>Public (Federal, State and local governments)</i> – Local community driven – need broad knowledge; government driven</p>	<p>Social and cultural fragmentation; Selection bias.</p>

4.6.4 Nationality

Country/Region stratification results were similar to key themes in the sector/industry stratification (See Table 4.20). The similarity among sectors, industries and country/region may be an outcome of the dependency of national and global social reporting tools. It is interesting to note that participant responses across categories were homogenous, while participant responses within categories were heterogeneous.

Table 4.20 The Relationship of Country/Region Codes/Patterns to Final Themes

Question Number	Country/Region Significant Codes/Major Patterns	Final Themes
<i>Section I</i> 4. Who determines responsibility among local communities, governments, and corporations? What is the difference in responsibility levels?	<i>Europe</i> – Formal coordination <i>India / Kerala</i> – Government and corporation driven <i>Netherlands, Amsterdam</i> – Market and stakeholder driven <i>Switzerland, Vevey</i> – Use third party <i>Switzerland</i> - All <i>United Kingdom, London</i> – All <i>United Kingdom</i> – Nationally driven <i>United Kingdom, Newcastle</i> – Market driven <i>USA, Mid-Atlantic</i> – Stakeholder driven; Corporation driven; local community driven; Mandate driven <i>USA, North East</i> – Local community driven <i>USA, Pacific</i> – Contextual <i>USA, Central</i> – Self-determination and right people and leadership <i>USA, Southeast</i> – Natural environment driven; Citizen driven	Social and discipline fragmentation.
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?	<i>Europe</i> – Framework dependent <i>India / Kerala</i> – Government driven <i>Netherlands, Amsterdam</i> – Integration of organization values <i>Switzerland, Vevey</i> – Right mindset <i>Switzerland</i> – Corporation driven <i>United Kingdom, London</i> – Right mindset <i>United Kingdom</i> - Credibility <i>United Kingdom, Newcastle</i> – Champions in organization <i>USA, Mid-Atlantic</i> – Differing mindsets; Right mindset; Individual driven; Isolated disciplines <i>USA, North East</i> – Follow code of conduct trends <i>USA, Pacific</i> – Individual driven <i>USA, Central</i> - Education <i>USA, Southeast</i> – Right collaboration	Cultural fragmentation; Social fragmentation; Selection bias.
9. How do you monitor social performance and social responsibility?	<i>Europe</i> – National and global reporting tools <i>India / Kerala</i> – Socio-economic driven <i>Netherlands, Amsterdam</i> – Human rights and dialogue <i>Switzerland, Vevey</i> – Global reporting tools <i>Switzerland</i> – Management evaluation system <i>United Kingdom</i> - National and global reporting tools <i>United Kingdom, London</i> – National and global reporting tools <i>United Kingdom, Newcastle</i> – Environment driven <i>USA, Mid-Atlantic</i> – National and global reporting tools; Corporation driven; Persuasion <i>USA, North East</i> – National and global reporting tools <i>USA, Pacific</i> – National and global reporting tools <i>USA, Central</i> – Corporation driven <i>USA, Southeast</i> – Supply chain, societal benefits, and labor monitoring	Societal benefits driven within pre-determined national and global social reporting tools.

Table 4.20 Continued

<p>9. How do you monitor social performance and social responsibility?</p>	<p><i>Europe</i> – National and global reporting tools <i>India / Kerala</i> – Socio-economic driven <i>Netherlands, Amsterdam</i> – Human rights and dialogue <i>Switzerland, Vevey</i> – Global reporting tools <i>Switzerland</i> – Management evaluation system <i>United Kingdom</i> - National and global reporting tools <i>United Kingdom, London</i> – National and global reporting tools <i>United Kingdom, Newcastle</i> – Environment driven <i>USA, Mid-Atlantic</i> – National and global reporting tools; Corporation driven; Persuasion <i>USA, North East</i> – National and global reporting tools <i>USA, Pacific</i> – National and global reporting tools <i>USA, Central</i> – Corporation driven <i>USA, Southeast</i> – Supply chain, societal benefits, and labor monitoring</p>	<p>Societal benefits driven within pre-determined national and global social reporting tools.</p>
<p><i>Section II</i> 4. What are the legal, environmental, social, economic, technological, religious, cultural, and political attributes of perceived and reality-based risk management among local communities, government, and corporations?</p>	<p><i>Europe</i> - Uncertainty <i>India / Kerala</i> – Uncertainty <i>Netherlands, Amsterdam</i> – Uncertainty <i>Switzerland, Vevey</i> – Continuous improvement; Expert dependent <i>Switzerland</i> – Uncertainty <i>United Kingdom</i> – Benefits driven <i>United Kingdom, London</i> – Scenario driven <i>United Kingdom, Newcastle</i> - Uncertainty <i>USA, Mid-Atlantic</i> – Local community driven; Uncertainty; Dialogue <i>USA, North East</i> – Uncertainty <i>USA, Pacific</i> – Reputation Management <i>USA, Central</i> – Local relationships driven <i>USA, Southeast</i> – Economic and citizen driven</p>	<p>Uncertainty; Discipline fragmentation.</p>
<p>7. Are local communities taking responsibility to work with your organization? Why or why not?</p>	<p><i>Europe</i> – Limited local community boundaries and expectations <i>India / Kerala</i> – Government driven <i>Netherlands, Amsterdam</i> – Facilitator role <i>Switzerland, Vevey</i> – Right mindset <i>Switzerland</i> – Local community engagement guidelines <i>United Kingdom</i> - Uncertainty <i>United Kingdom, London</i> – Local community driven <i>United Kingdom, Newcastle</i> – Local government driven <i>USA, Mid-Atlantic</i> – Local community education and outreach; Uncertainty <i>USA, North East</i> – Corporation driven; Government not helpful <i>USA, Pacific</i> – Uncertainty <i>USA, Central</i> - Uncertainty <i>USA, Southeast</i> – Uncertainty</p>	<p>Social and cultural fragmentation; Uncertainty; Selection bias.</p>

4.6.5 Triangulation of Qualitative Themes with Key Global CSR and Sustainability Reporting Tools

The triangulation of qualitative data analysis techniques provided validation for the coding and patterns in the web-based survey text and interview data final themes. In this section of the chapter, secondary sources are combined with the qualitative data analysis techniques and integrate several strengths of positivist and interpretive approaches to increase credibility to the data results. Most participants utilize some form of CSR and sustainability reporting and are dependent upon the major CSR and sustainability global and national reporting tools for competitive advantage. However, it is beyond the scope of this research study to examine several of the leading global, national and industry focused CSR and sustainability reporting tools. The Global Reporting Initiative (GRI) is the primary CSR and sustainability reporting tools that were employed and compared by the participants followed with some participants moving towards Integrated Reporting (IR). For these reasons, the GRI and IR will be selected as secondary sources for triangulation of qualitative data results.

The GRI is organized into three categories, economic, social, and environmental with the social category described as labor, human rights, society, and product responsibility (GRI, 2013). Since this research study highlights and examines the social domain with less emphasis on the economic and environmental domains, the GRI's Society Performance Indicators will be compared with the qualitative data results. The society performance indicators include impacts of corporate operations on communities, corporate corruption, corporate public policy development and lobbying, anti-competitive behavior and compliance. IR is comprised of an integrated process to create value sustainably within a sliced framework consisting of financial statements, governance reports and sustainability reports. The social in IR is broadly defined as social capital

and social matters engaging communities, stakeholders and other social networks for societal well-being (IIRC, 2013).

It is evident that the social domains in GRI and IR are broadly defined for corporations to include social issues within the organization's industry and CSR or sustainability strategy.

Comparing the qualitative themes with the IR and GRI, it can be concluded that the dependency of CSR and sustainability pre-determined reporting tools may shape the participants definition of social as socio-economic and well-being responsibility initiatives. Furthermore, knowledge and discipline fragmentation may be the results of broad reporting frameworks with unclear and varied CSR and sustainability frameworks and fuzzy social responsibility global and national reporting tools.

4.7 Summary of Quantitative and Qualitative Results

The quantitative data results support hypothesis two demonstrating that governments and local communities are interdependent for social responsibility and competitiveness with age and gender as influential factors. Moreover, an alternative hypothesis emerged from the quantitative data results revealing personal trust and individual accomplishment as primary drivers in social responsibility. Overall, the quantitative and qualitative major patterns and themes resulted in higher government trust than corporate trust with the individual playing a stronger role than collaborative relationships. Personal trust is essential to CSR and sustainability and may be a driver of selection bias and cultural fragmentation within CSR and sustainability. Seven key themes resulted from the qualitative data results and include selection bias, dependency on global and nationally recognized CSR and sustainability reporting tools, individual driven, social responsibility knowledge fragmentation, discipline fragmentation, social fragmentation and cultural fragmentation.

National competitiveness is dependent upon local competitiveness. Corporations are dependent upon local competitiveness and local communities are dependent upon governments for social responsibility and competitiveness. Furthermore, strong socio-economic and societal well-being emphasis of participants and reporting tools pervades attitudes and perceptions of CSR and sustainability resulting in the economic domain leading, followed by natural environment and lastly the social domain. Moreover, money and work are more important than local communities. Accordingly, the qualitative and quantitative major patterns and themes will be discussed in depth with new findings, a model and suggestions for further research in chapter five.

Chapter 5 DISCUSSION AND INTERPRETATION

Chapter Four presented the results of the study through an analysis of quantitative and qualitative data results. This chapter provides a summary of the significance and limitations of the study, discussion and interpretation pertaining to the variables social responsibility, competitiveness, trust and values and beliefs, hypothesis two, three research questions and qualitative data findings in the web-based survey text and participant interviews. First, quantitative results will be organized by the level of importance and support and limitations of the hypotheses and research questions. Second, qualitative themes will be compared to the literature review in Chapter Two starting with the most significant theme and subsequent themes application to the hypotheses and research questions. Next, the quantitative and qualitative data will be discussed within theoretical implications, methodological implications, and relation to prior research, recommendations, a model and suggestions for further research. Finally, a summary and conclusions of the data findings' interpretations, recommendations and further research suggestions will conclude this chapter.

5.1 Significance of Study

The significance of this research study is to investigate the lack of social responsibility from local communities with corporations and governments and an underdeveloped social domain in CSR and sustainability. As previously discussed in Chapters Three and Four, the research methodology and design examines the economic, environmental and the social domains of CSR and sustainability with a particular focus on how the participants' construct the "social" in the social domain and determine social responsibility among governments, corporations and local communities. Consequently, the hypotheses and research questions examine social responsibility among corporations, governments and local communities within the lack of

reciprocal social responsibility and sporadic participation from individuals and local communities and its potential impact on local, regional and national competitiveness.

5.2 Quantitative Discussion and Interpretation

This section of the research is focusing on establishing the findings of the quantitative analysis for the four variables (social responsibility, competitiveness, trust, and values and beliefs) that impact participants' attitudes and perceptions of CSR and sustainability. As previously discussed in Chapter Four the three hypotheses were supported by the data results in the linear regression. Influential factors impacting the findings and interpretation of the three hypotheses and research questions will be discussed within observed consistencies and inconsistencies for other possible interpretations of the research questions.

5.2.1 Research Question One: Is social responsibility within local communities dependent upon corporations to increase local, regional and national competitive advantage?

The data results for research question one reveal social fragmentation among individuals, corporations and local communities. Furthermore, most participants as local citizens have low corporate trust. However, according to the participants, corporations are dependent upon local citizens' competitiveness to increase national competitiveness (See Tables 4.7, 4.9 & 4.16).

Most participants across age groups agree, competition is good. It stimulates people to work hard and develop new ideas. How much should companies take responsibility when local communities can participate sporadically? Furthermore, income and poverty-driven social responsibility limits crucial reciprocation from local communities for effective social responsibility with corporations and governments. Therefore, why is society demanding social responsibility from corporations and not in the local communities? Are local communities more

socially responsible than corporations? Does society support different standards for local communities and corporations? (Windsor, 2001).

5.2.2 Hypothesis Two: If governments hold local communities accountable for national competitiveness and social responsibility then local communities will become a driving force for national and global competitive advantage.

As previously discussed in Chapter Four hypothesis two was supported by the linear regression results depicting that social responsibility does occur at the local level and has significant impact on local, national and regional competitive advantage. Most participants agreed that government should hold local communities responsible for local communities' social responsibility and competitiveness (See Table 4.13). Senior management and management agree, while non-management disagree that the government is responsible for local communities' responsibility and competitiveness. This may be a result of how most participants view a greater role in personal trust and individual competitiveness over community competitiveness for increasing competitiveness and social responsibility. (See Table 4.8).

5.2.3 Research Question Two: Are local communities dependent upon governments for social responsibility and increasing national and global competitive advantage?

Most participants agree government is responsible for local communities' responsibility and competitiveness, and trust government more than corporations with the exception of participants in age group 18-29 and senior management (See Table 4.9). Governments are incorporating CSR codes of conduct to reduce costs and efficiencies as a component of their national competitiveness strategies (Petkoski & Twose, 2003). However, should social responsibility become the job of corporations instead of government? (Levitt, 1958; Friedman, 1970).

5.2.4 Research Question Three: Are governments and corporations dependent upon local communities for social responsibility that result in increasing local, national and regional competitive advantage?

Ethnicity and gender plays an important role in determining who will hold local communities accountable for national competitiveness thereby increasing the potential of local, national and regional competitive advantage. Overall, social responsibility within CSR and sustainability in the local community is most significant in comparison to the country level and regional levels of participants' responses. This may be a result of social spatial perceptions among participants living in local places that are familiar and considered home to the participants in depicting social desirability in comparison to geographic areas that are less familiar (See Table 4.6).

Participants across age groups and management levels reveal some uncertainty in trusting local businesses with greater trust in government than corporations (See Table 4.9). Most gender and age groups agree that national competitiveness is dependent upon local community competitiveness. It could be argued that due to greater wealth creation opportunities of businesses, local communities demand greater social responsibility from corporations than from themselves. However, if society does not contribute to social responsibility, the government will lack the revenue to do its job, and will depend upon corporations to drive social responsibility (Avi-Yonah, 2006). Clearly, this approach depicts local communities as having strong control over corporations with little or no reciprocation from local communities' responsibilities towards corporations. Moreover, it suggests corporations cannot demand strong social responsibility from local communities, but local communities and individuals can demand much social responsibility from business.

Most participants' across management levels favor money and work more important than local communities (See Table 4.11). In addition, most participants in age group forty-five through sixty favor economic growth over protecting the environment. Since most participants fall within the age group of 45 through 60, this impacts how the population views the importance and ranking of the three domains in CSR and sustainability (See Table 4.10). Furthermore, the results suggest insight into CSR and sustainability discipline fragmentation where the economic domain leads, followed by the environmental domain and lastly the social domain.

5.2.5 Alternative Hypothesis: Individual Accomplishment and Personal Trust is Key Driver in Social Responsibility and Competitiveness.

Personal trust and individual accomplishment drive social responsibility and competitiveness with most participants agreeing that “citizens have the same responsibility as government and corporations for social responsibility and national competitiveness” (See Table 4.8). Most participants across management levels place greater emphasis on personal trust than relational trust in CSR and sustainability. For example, participants answered neither true or false for developing trust within my local community. Moreover, age was a significant covariate in the H1 and H3 regression analyses and was not significant in H2. This implies that younger people may be more accountable and more interested and focused on social responsibility than older age groups. Furthermore, most participants across management levels trust their local businesses and their neighborhood somewhat in comparison to trusting their family completely, and trust corporations and governments somewhat in comparison to trusting their family completely. (See Table 4.9). The data results for the variable trust depict most participants embedding particular trust over general trust. General trust is based upon permitting some trust of unknown others, while particular trust is found in familiar networks (Luo, 2005). As a result,

there is discipline fragmentation and cultural fragmentation between participants' local community trust and local community competitiveness. "Creating the generalized trust needed for social cooperation is not simply a matter of getting people together, they must start with a high level of generalized trust" (Uslaner and Conley, 2003, p. 356). Relational trust is dependent upon history-dependent processes (Kramer, 1999) and should be fostered by genuine motives and trust (Phillips, 1997; Swift, 2001) within cultural history. However, stakeholder unsuitability (Wood & Jones, 1995) reveals challenges for sustaining relationships among local communities, governments and corporations. This may be a result of trust as a meso contextual concept, integrating micro and macro social processes (House, Rousseau and Thomas-Hunt, 1995). Furthermore, "trust is not a behavior or a choice, but an underlying psychological condition that can cause or result from such actions" (Rouseeau, Sitkin, Burt and Camerer, 1998, p. 395). Particular trust reduces diversity increased diversity creates challenges in trust formation. (Weick, 1987).

Competitiveness is individually driven and relationally dependent. Therefore, how can corporations sustain social responsibility and remain competitive without reciprocation from local communities? As a result, competitiveness and social responsibility in CSR and sustainability is primarily economic and not socially driven because local communities do not reciprocate social competitiveness and social responsibility, thereby leaving corporations to compete and drive social responsibility economically. A participant in age group 30 through 45 commented, "*Competitiveness occurs when people perceive themselves to have self-efficacy and that must start at the individual*". In age group 45 through 60, a participant questions, "*How does the individual fit in, when most of the CSR and competitiveness evaluations are at the macro level*"? Personal responsibility may be a strong driver of environmental responsibility. Seventy-

five percent of the participants in senior management and sixty-three percent in management determine that personal responsibility drives environmental responsibility in comparison to forty-percent in non-management that favor mandates/regulations over personal responsibility (See Table 4.8). Most participants across management levels place stronger importance in individual competitiveness over community competitiveness. (See Table 4.11). In addition, most participants with graduate and post-graduate degrees agree that national competitiveness is dependent upon citizen responsibility in comparison to undergraduates and participants with some college (See Table 4.7).

It is observable that most participants agree that sustainability and CSR are dependent upon competitiveness. Since competitive advantage is defined as an economic driven phenomenon in CSR within the literature, this is the primary reason competitiveness is not defined within a social responsibility context of CSR and sustainability. It is noteworthy that human evolution and culturally adaptive systems are competing and strategically played in human-environment systems. Therefore, societal progress and competitiveness should be a component of CSR and sustainability to reveal contending and unequal social responsibility among local communities, governments and corporations.

5.3 Qualitative Findings and Interpretations

The intent of this section is to present seven major qualitative themes that emerged from the data and to compare the literature review in Chapter 2 for similarities, differences and gaps between the literature review and qualitative findings. The seven key themes are selection bias, dependency on global and nationally recognized CSR and sustainability reporting tools, individual driven, social responsibility knowledge fragmentation, social fragmentation, discipline fragmentation, and cultural fragmentation.

5.3.1 Theme One: Selection Bias

Theme one is based upon numerous participants responses describing the right people, right partnerships, right people and leadership, and the right mindset for social responsibility in CSR and sustainability (See Tables 4.16 – 4.20). Based on the data analyzed, CSR and sustainability initiatives are not dependent upon external social pressures. However, varieties of reciprocal societal standards must be monitored by corporations for implementation and growth of business CSR activities due to “associated erosion and dismantling of institutionalized social solidarity” (Kinderman, 2010). Despite corporate and government efforts to engage with local communities, “*some places are not destined for greatness*” (R#18-20), “*not fully engaged US public local communities*” (R#17) and have the “*wrong mindset of this is good enough*” or in a “*survival mode*” (R#2). Nevertheless, one participant in the government prefers “*impact and not monitoring to serve local communities instead of demanding progress and advancement*” (R#68). Therefore, “selection bias warrants examination of a preferred ontology within “anthropogenic change” and “clarification of the relationships among different normative goals and identification of potential conflicts and trade-offs, including an ethical critique, with respect to the norm of justice, of individual preferences and claims from which criteria of efficiency are constructed” (Baumgartner, S. & Quaas, M., 2009).

5.3.2 Theme Two: Dependency on Global and Nationally recognized CSR and Sustainability Reporting Tools

Theme two is based on participants’ answers for monitoring social responsibility, social performance, creating CSR and sustainability reports, measuring CSR and sustainability and audits with mandate and regulation driven CSR and sustainability initiatives and strategies (See

Tables 4.16 – 4.20). Social construction is a driver of making social ordering legal. Thus, it can be argued that unregulated CSR reporting, (Mersereau & Mottis, 2011) is socially constructing global social responsibility rules and frameworks for communicating corporations' social responsibly such as the International Labor Organization (ILO), UN Global Compact, Global Reporting Initiative (GRI), Dow Jones Sustainability Index (DJSI), Socially Responsible Investing (SRI), Integrated Reporting (IR), etc. These global reporting tools create CSR business norms and standards (Brammer, Jackson & Matten, 2012). Schaltegger (2012) suggests that sustainability reporting should move beyond communication projects to strategically establish a process of organizational learning and development. Since global reporting social preferences are heterogeneous, some partiality is inevitable. Moreover, some of the qualitative stratified data is homogenous across categories but heterogeneous within a category. This may be a result of global reporting standards instead of specific industry sector differentiation and best practices.

Many corporations are reporting their social activities, but it is difficult to determine real progress or performance due to an underdeveloped social domain and socioeconomic and societal well-being focus.

5.3.3 Theme Three: Individual Driven

Theme three resulted in participants' responses such as expert dependent, individual, voluntary, and lack of uncertainty in individuals for determining who is responsible for responsibility among local communities, governments and corporations. The individual defines CSR and sustainability as socio-economic and natural environment driven, while responsibility and competitiveness is culturally interdependent and drives sustainability and CSR. CSP data are not included due to participants' significant uncertainty of what the concept means and its lack of practice within CSR and sustainability. CSR and sustainability strategies are self-interest driven

with implicit social responsibility in individuals voluntarily meeting organizational moral expectations (See Tables 4.16 – 4.20). Blindheim (2011) suggests attaining the common good in sustainability is contingent upon the legitimate operations and design of political institutions. However, Hayek (1960) proposes there are many individual actors within society that need to be examined by gradual steps. Therefore, sustainability may constrain collective human behavior through individual social construction and prompt inquiry into whether sustainability is a collective outcome.

5.3.4 Theme Four: Social Responsibility Knowledge Fragmentation

Theme four is based on participants' divided responses in social responsibility such as stakeholder driven, mandate driven, no one is responsible, all are responsible, third party driven and environment driven in determining responsibility among corporations, governments and local communities (See Tables 4.16 – 4.20). Two participants from age group thirty through forty-five commented, "*I do not know exactly what it is*". "*I am not sure what social responsibility means*". Social responsibility is an ambiguous definition, driven implicitly and constructed in society by individual and group norms, values and beliefs. Social responsibility within business is a complex circumstance and is not focused solely on increasing profits and enhancing reputation management. Furthermore, society has its own organizations similar to business where differing values and beliefs create new organizations for ontological fit. Moreover, social and environmental performances are a source or condition for competitiveness (Valor, 2005).

5.3.5 Theme Five: Social Fragmentation

Theme five derived from participants' perceived and reality-based risk management among local communities, governments and corporations. In general, social fragmentation is

driven by formal and informal individual and group organization. For example, one participant frequently works with local communities and individuals in a “*general state of informality with difficulties to establish traceability and lack of law enforcement*” (R#1). Participant answers include industry driven and scenario driven relationships. Moreover, uncertainty among the relationships of local communities, governments and corporations played an integral role in participants’ answers. On the other hand, negative perceptions of corporations or a perceived strong corporate role with “government not helping” and local community driven strategies and initiatives depicted fragmented relationships (See Tables 4.16 – 4.20). Many corporate participants monitor other corporations’ CSR and sustainability social performance by what they say and what they do for learning and positioning (R#6, 10-13). For example, social performance monitoring helps corporations to “*think better and mover quicker to better manage community risk and environmental risk*” (R#4). In monitoring social performance and attempting local community engagement, some participants in corporations recognize “*the social is harder and it has to be local*” (R#98) and “*set good examples for local communities to follow*” (R#5). On the other hand, one participant in the government sector suggested, “*local communities can do it better and transform themselves*” (R#94) while others suggested “*companies do social, not the government*” (R86), “*companies use social for themselves*” (R#57), “*corporate driven*” (R#63), and “*industry does more than government*” (R#87). Some participants in the government sector suggested that the reason the social is the least valued in CSR and sustainability is due to the social is “*not evident in media*” (R#15), “*lack of headlines in media*” (R#45), and “*what are people paying attention to*” (R#74).

The focus of CSR and sustainability on societal well-being issues such as gender equality, equity, participation and social justice is sustaining social fragmentation due to

differing societal ontological preferences. Individuals are autonomous and are free to create value for themselves within mutual interests of stakeholders without reciprocation to the corporation. Thus, social fragmentation and lack of trust between individuals and local communities and among governments, corporations and local communities provide insight into the strategic role of the individual in CSR and sustainability.

5.3.6 Theme Six: Discipline Fragmentation

CSR and sustainability are primarily a collaborative discipline balancing the economic, environment, and social domains. However, participants' answers such as isolated disciplines, individual freedom driven, personal driven, local community driven, government driven, benefits driven, industry driven, economic and citizen driven, environment driven, management and leadership driven, regulation driven, following code of conduct trends, uncertainty, no voluntary choice for local community participation and need broad knowledge resulted in theme six, discipline fragmentation (See Tables 4.16 – 4.20). A common challenge shared by the participants across sectors and industries is the difficulty of social measurement. *“We do not measure social performance”* (R#24), *“no best practices, no good understanding of methodologies”* (R#22), *“social measuring problems”* (R#66), and *“what is the latest trend and where should we be heading? We do not integrate the social into business”* (R#58).

Country/region groups resulted in greater emphasis on uncertainty and social fragmentation (See Tables 4.16 – 4.20).

Discipline fragmentation within gender and sector/industry stratification results depicts a conflicting and diverse social responsibility focus within the economic, social and environmental domains, reflecting dependency upon pre-determined national and global recognized secondary sources for CSR and sustainability reporting tools in social responsibility initiatives and

strategies. Nevertheless, CSR and sustainable development are primarily described as economic, environment and social dimensions (Littig & Griebier, 2005). However, it is questionable whether organizations can achieve success in all three dimensions simultaneously (Mersereau & Mottis, 2011). Overall, societal welfare and well-being in the literature appears to be another way of establishing the social domain in CSR and sustainability and result in CSR and sustainability discipline fragmentation.

5.3.7 Theme Seven: Cultural Fragmentation

Theme seven is based upon participant answers such as local community limited boundaries and expectations, corporate values driven, locally driven, societal needs/benefits driven, monitor public and company values, human rights challenges, and differing mindsets (See Tables 4.16 – 4.20).

Protocan and Mulej (2009), define social responsibility as interdependent human behavior including values, norms, ethics, and culture that must be innovated. It can be argued that business values are simply a reflection of society's values. Therefore, corporations and local communities contain heterogeneous values and preferences that may be sporadically shared and diffused within competing cultural preferences.

The seven key themes reveal individual selection bias within relationships and partnerships in CSR and sustainability among local communities, corporations and governments. This is often a result of differing expectations of competitiveness as corporations may have to rely more strongly on the economic domain of CSR and sustainability, especially if governments do not provide adequate incentives and regulations, and local communities do not reciprocate similar competitiveness expectations. In addition, the dependency upon global and nationally recognized CSR and Sustainability Reporting Tools shapes individual, group and organizational

CSR and sustainability strategies and practices that are not directly shared by governments and local communities due to lack of CSR and sustainability reporting of their reciprocating behavior and actions in CSR and sustainability with corporations. As a result, social, cultural and discipline fragmentation plays a critical role in sustaining a weak social domain and formal partnerships and relationships, thereby creating pretense of social responsibility among local communities, governments and corporations. Moreover, social responsibility knowledge fragmentation portrays that social responsibility is a vague and complex concept that contributes towards CSR and sustainability social responsibility dependency upon global reporting tools. Lastly, CSR and sustainability is primarily maintained by socially constructed reporting tools and preconstructed theories, methodologies and practices with a strong focus on the environmental and economic domains. As a result, deeper investigation of the role of society is warranted. Furthermore, social construction of the social domain in CSR and sustainability primarily highlights formal partnerships and alliances and does not delve into how the informal society culturally and socially constructing and impacting CSR and sustainability. Therefore, the informal society should be examined to better understand how the formal society and informal society is driving and reciprocating social responsibility and shaping the social domain in CSR and sustainability.

5.4 Theoretical and Methodological Implications

Broad CSR and sustainability methodologies and theories are varied originating from a diffused and socio-economic and well-being constructs resulting in limited social responsibility and social performance and are frequently portrayed as a severe problem (Norton, 2005; Raffaele, Robinson, & Selinger, 2010; Brunders and Weik, 2010). Primary theories selected are CSR and sustainability strategies for competitive advantage, common good and ethics. There is

some pluralistic ignorance and false consciousness in the respondents' answers within the perceived structural confines of sectors and industries, formal relationships and partnerships, and perceptions of the ontological within the social domain, and normative ethics. Complementary theories are risk perception, cultural, evolutionary, group selection bias, competitiveness theory and realist theory of emergence.

Determining how to measure the social processes collectively at the local community level is a challenge. Social cohesion is constrained within differing and changing values and it is misleading to believe that social cohesion can be sustained primarily through economic growth. Moreover, social cohesion within local communities may promote conflict and contribute to a divided and fragmented city (Forrest & Kearns, 2008). Competitiveness theory is a demanding task due to complex and varied factors and competitiveness processes (Snieska and Bruneckiene, 2009).

5.5 Relation to Prior Research

The quantitative and qualitative data results are consistent with the major findings from the literature review in Chapter Two. The literature review and data findings confirm the social domain is the least developed domain within CSR and sustainability in comparison to the environmental and economic domains (Opp and Saunders, 2012). As a result, corporations carry the weight of social responsibility while government initiates regulatory and sporadic participation from local communities. Trust was not a major theme in the literature review, but was found to be a significant implicit contributing factor in selecting partnerships in CSR and sustainability. Most participants view the social as socio-economics, social welfare, and social well-being with society defined as varying stakeholders. Moreover, the economic domain is ranked first, followed by the environmental domain and lastly, the social domain. The data

results and literature draw out the need for social development beyond socio-economics in CSR and sustainability. Previous research also identified competitiveness in CSR and sustainability as relationally driven while the participants highlighted that it is the individual that plays a stronger role in driving competition in CSR and sustainability.

5.5.1 Social responsibility is individually driven, but socially determined and constructed

This section will present a Social Responsibility Model that is created from the quantitative and qualitative data findings (Figure 5.1) and the reciprocation of informal and formal societies in the social domain system of CSR and sustainability (Figure 5.2). The most suitable methodology for investigating the theoretical foundations of social responsibility among corporations, governments and local communities is a descriptive model design. The Social Responsibility Model embeds itself within the social domain of CSR and sustainability and depicts the relationships between adjustments at the micro and macro levels with emergent properties at the meso level among individuals, local communities, governments and corporations (Figure 5.1).

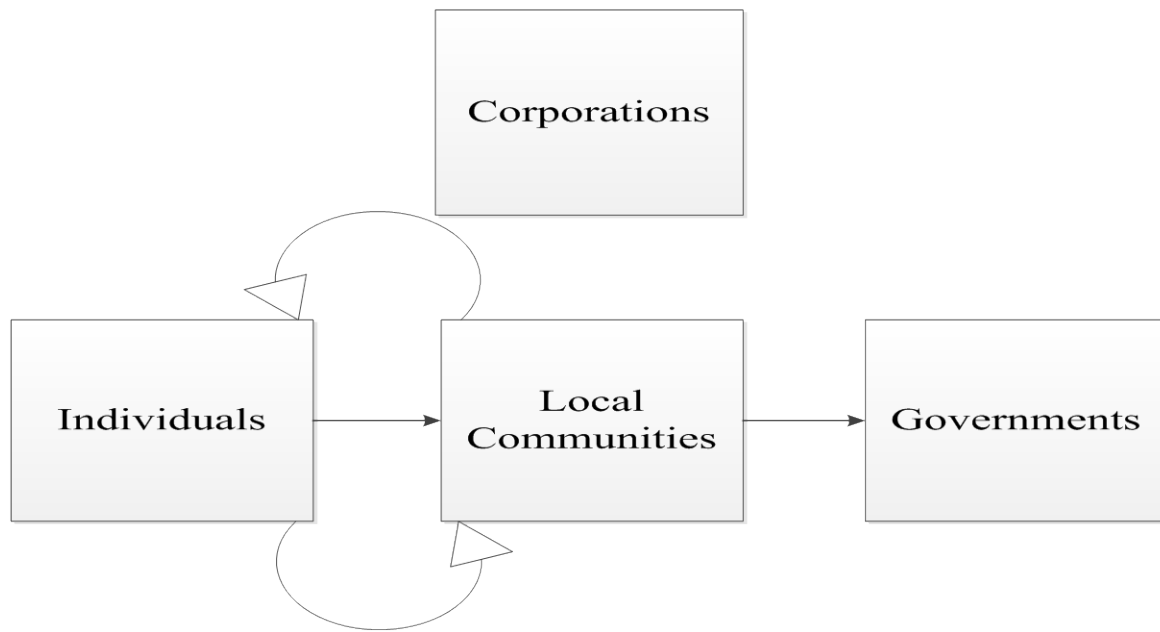


Figure 5.1 Social Responsibility Model

The descriptive model design in Figure 5.1 is inductive, dynamic, and normative and is based on analysis of data results in H2. This model differs from previous CSR and sustainability models for determining social performance by not conforming to existing conventional socio-economic and socio-environment narrative forms. The model considers regularities that are not explained by current CSR and sustainability models, thereby focusing on relational risk, trust, values and beliefs, and competitiveness among individuals, local communities, governments, and corporations within the social domain of CSR and sustainability. The model is not an optimal determination. Rather, it incorporates a normative view of H2 and undeclared and declared assumptions and qualitative data results for evaluating and understanding social performance. The model's assumptions acknowledge that hard relational boundaries create fuzzy, complex shifting paradigms among individuals, local communities, governments and corporations in

social responsibility and social performance. Furthermore in an effort to explain change and invite performative discourse, the model makes some assumptions for underlying social domain causes as found in a formal and informal society. The data results show that social responsibility is driven by individuals in local communities within formal and informal societies that create a common good tension among local communities, governments and corporations. The individuals and local communities are reciprocal while the government is responsible for local communities' social responsibility and competitiveness, leaving corporations disjointed (Figure 5.1).

Generally, sustainability and CSR models include individuals and communities as stakeholders. This is problematic to address stakeholders as society as it depicts society as a combined bulk category. Instead, is necessary to examine relationships between specific stakeholders and to include a government domain (Thiel, 2010) in the Social Responsibility Model (Figure 5.1). The informal and formal societies shape the social domain and are both strategically driven and are competing on varying levels within heterarchy across time and space. Moreover, the social domain is based upon how social phenomena are influenced by beliefs, some true and some false, thereby creating different results. The model's design and methodology considers incomplete knowledge, imperfection of values, and perception biases for explaining emergent social phenomena. The example of social responsibility reciprocation in the model identifies some causal responsibility in complex social systems by evaluating the data results presuppositions of trust, values and beliefs, and competitiveness that are dependent upon the sample population's conception of them. If social responsibility is primarily verified through individual responsibility and social norms, legal compliance is deficient. Shared information is considered more valuable and valid than unshared information among group decision-making (Hogg and Reid, 2006). Society's unwillingness to evaluate its certainty and accepted

assumptions within mainstream media are found throughout the social and common good panorama. Or, perhaps it is a result of “informational cascades” where individuals “ignore their own information and imitate the behavior of other, supposedly better informed agents” and creating further cascading of suppressed information (Gale, 1996, p. 618).

The gap between corporations and governments can also be a consequence of non-governmental organizations resource approach and not relational approach to informal social processes in local community advocacy (Thiel, 2013). The quantitative and qualitative data results show that individuals and local communities reciprocate trust and are dependent upon governments for social responsibility with a gap in the relationships with corporations. Trust among individuals, local communities, and governments are greater than corporate trust. In the social responsibility model, society is equitable in institutional formal forms, but not within informal forms, because this is something most corporations do not capture. And, it is the informal society that drives social responsibility and competitiveness. The formal society includes a system of rules, sanctions and laws for individual and social cooperation that are inadequate and require monitoring of self-interest (Peachey and Lerner, 1981). Further to this, “people implicitly associate the law with competitiveness and that activating the law can have adverse effects on interpersonal trust and cooperation” (Callan, M.J., Kay, A.C., Olson, J.M., Brar, N. and Whitefield, N, 2010, p. 33).

The social domain consists of formal and informal relationships between individuals and groups that are distinguished from formal and informal institutions. Societal environment is presented as formal and informal organization. Society’s decisions are influenced and strongly managed by the informal in comparison to the formal society reciprocating at varying levels between the informal society and formal society. The model’s framework acknowledges a scope

of uncertainty within the borders of the problem. Broad reciprocation among individuals, local communities, governments, and corporations can have multiple and unexpected consequences that are not explicit within the model's frameworks and components. Underlying reasons for the social responsibility fragmentation are assumed based upon values and cultural preferences in an informal and formal society. However, values can be misleading because people will adopt strategies for values that appear vital for social betterment while retaining their conflicting societal values in different contexts and conditions, thereby resulting in false and misleading perceptions of social progress and human development. Therefore, values are heterarchical and are in a constant state of flux.

An informal and formal society provides tension to the common good leaving a gap among corporations, local communities and individuals thereby resulting in decreased societal competitiveness, social progress and higher dependency upon governments for social responsibility. The latent strategy of reciprocal relational force within individuals and groups in the informal and formal societies evolve and shape social responsibility among corporations, governments and local communities (Figure 5.2). The informal society may appear disorganized, but through its temporal, spatial and permanent relationships, the informal society drives forces of change geographically and can morph cultures for reputation management.

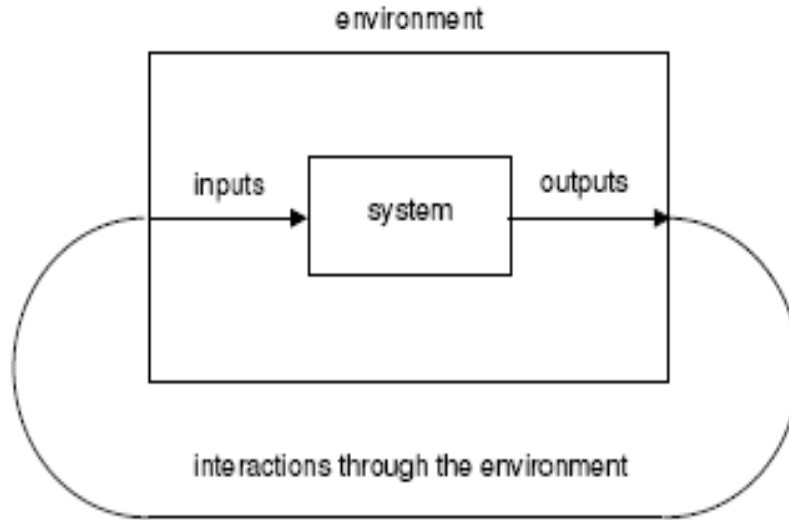


Figure 5.2 Reciprocation of Informal and Formal Societies in the Social Domain System

The lack of local communities not reciprocating social responsibility to corporations is twofold. First, it is potentially due to individuals ‘driving social responsibility through self-enforcing social norms within local communities and local communities sustaining dependency upon governments for its own social responsibility and competitiveness. Second, it is may be due to an underdeveloped social domain. In an effort to develop the social domain, a formal and informal society depicts the environment that intersects individuals and groups conditionally and in relationally complex ways. Critical evaluation warrants social responsibility’s underlying processes within a larger social structural context. Furthermore, the use of the term “social” can lead to responsibility washing because it fails to address the roles of individuals and local communities in what may be considered the formal and informal society of the social domain within CSR and sustainability. Formal society consists of socio-institutions, signed and contractual partnerships and collaboration with various stakeholders, while the informal society can be described as individuals and local communities that are always interacting

heterogeneously and homogenously within and around the formal society creating a strategic culture that is hidden by the formal society. Since individual preferences are not homogenous, not all preferences will be incorporated into the formal society. However, they will be sustained in the informal society. Thus, the greater the threat to the local community, the greater the selection bias (van Knippenberg, 1984). Consequently, the informal society should be monitored and not left unattended and perceived as innocent individuals and local communities because it is the informal society that may constrain advancement and societal progress. This suggests that the social domain in CSR and sustainability as a unified reporting practice is misunderstood. Furthermore, culture is part of human biology in human systems (Durham, 1982; Henrich, 2004). The prisoner's dilemma model depicts reciprocity strategies that provide benefits to individuals who repeatedly reciprocate may be selected to ensure repeated reciprocation (Axelrod, 1984). This implies that in order to better understand social progress and self-enforcing social norms and collective collusion, the social processes integrating the examination of how behavioral information is communicated across generations (Henrich, 2004) requires examination of the informal and formal society for potential reputational harm.

5.6 Recommendations

The research findings show that CSR and sustainability is simply highlighting differences and similarities of how the social, economic and environmental domains have been constructed historically and the potential to reconstruct the domains for advancing business, governance and communities. The importance of social contexts, social structures and factors in the theory and practice of CSR and sustainability became relevant within the unit of analyses to address potential pretense in social responsibility. A more accurate representation of social responsibility could be accomplished through greater investigation of society's role and construction of CSR

and sustainability. Current CSR and sustainability constructs value knowledge as reporting business outcomes in local communities without local community outcomes in business. “There is no direct access to reality unmediated by language and preconceptions” (Astley, 1985, p. 498). McNamee (1994) proposes, “locally determined rationalities must also be coordinated with other locally determined rationalities” in a “constant process of discursive engagement that constructs our sense of ethics, truth and knowledge” (p. 72). This research study did not assume “problems can be solved with the correct method” (McNamee, 1996, p. 5). Instead, further research addresses the potential for alternative meanings, possibilities and immediate risks of society’s preference for business accountability without similar standards of social responsibility for local community accountability. Thus, “there is no truth for all but instead truth within community” (Gergen, K.J. & Gergen, M., 2008, p. 71).

Five recommendations were developed from the qualitative and quantitative data results. The recommendations are primarily suitable for practitioners in corporations and governments to develop greater social performance and to enhance economic and environmental performance and influence reputational advantage in CSR and sustainability. However, the recommendations are also applicable to any organization involved in CSR, sustainability, and development with local communities, governments and corporations. The five recommendations are as follows:

1. Comparison and contrast of social responsibility approaches from several selected companies for potential risk outcomes and indicators (See Current Social Domain Strategies and Risk Indicators/Outcomes of Selected Corporations in Appendix D & Table 5.1).

2. Corporations and governments re-examine formal partnerships and relationships for informal social networks' impacts in products and services.
3. Corporations include the formal and informal society for positive and negative impacts to current CSR and sustainability strategies and competitiveness within financial and nonfinancial data.
4. Corporations examine social relations in local communities through transdisciplinary methods (See Figure 5.3).
5. Corporations investigate individual drivers in CSR and sustainability social domain strategies for reputational and social risk.

5.6.1 Recommendation One

The social domain strategies of several selected companies are briefly discussed in recommendation one for comparison and contrast of differing business approaches in social responsibility (See Current Social Domain Strategies and Risk Indicators/Outcomes of Selected Corporations in Appendix). Current CSR/Sustainability social strategies from The Hershey Company focuses on affecting positive social responsibility change with the things that are within the company's control such as Hershey's supply chain and operations to assure consumers that they are buying products from a responsible company. Hershey's strives to decrease social fragmentation through engagement with local communities to fully understand their expectations of Hershey as a company, employer and community partner, so that Hershey can identify programs and investments that strengthen their relationships with local communities and give back to the communities where Hershey employees live, work and do business.

Recent CSR/Sustainability Reports from General Electric, BASF, Campbell Soup, BP, Sodexo, Ingredion and Procter and Gamble (P&G) indicate a focus on corporate philanthropy

and CSR/Sustainability business strategies to help customers and stakeholders to become more socially responsible, while Nestle employs core business strategies to Create Shared Value (CSV) with stakeholders in local communities (See current social domain strategies and risk indicators of selected corporations in Appendix). DuPont focuses on driving sustainability business strategies with introductions of the company's products to help the customer or consumer reduce their impacts with corporate philanthropy complementing DuPont's sustainability business strategies, while CISCO is striving to decrease social fragmentation by incorporating stronger social impacts into the company's core business strategies through education, healthcare and social connections to multiply social impacts through individuals to create value in local communities. Likewise, the core business strategy of Olmix services and products are strongly focused on improving animal and human health and wellness, thereby decreasing social responsibility/sustainability knowledge fragmentation with farmers in local communities. Although Olmix, an SME does not currently have the resources for global CSR/sustainability reporting and philanthropy, the company is leading efforts in Small-Medium Enterprise (SME) sustainable development goals to create value in business and in the local agricultural communities worldwide (See current social domain strategies and risk indicators of selected corporations in Appendix). However, without reciprocation from local communities or stakeholders, social responsibility cannot be sustained solely by corporate philanthropy and business strategies. Consequently, social responsibility/sustainability knowledge fragmentation is the primary risk indicator/outcome.

5.6.2 Recommendation Two

Many companies and governments are utilizing social technologies to determine market conditions, being proactive on social issues and working on the "social" relationships.

Corporations are dependent upon local communities to achieve successful CSR/sustainability initiatives. For this reason, corporations should evaluate social spatial movement within formal and informal boundaries of a company's customer base. Furthermore, shared and emerging interactions sustain social cohesion. Social progress is a complex undertaking due to individuals' multiple social networks, changing coalitions, hidden agendas, and collaboration strategies (Alexander, 1987; Henrich et al., 2001; Stanford, 2001). Therefore, individuals have the capacity to act strategically in social relations at the micro level while managing the macro levels. The formal is supporting the informal society with the informal society playing a stronger role in social motivation and social negotiation that could decrease trust and credibility among corporations, governments and local communities due to individual mobility and migration. Some industries only work with consumers or customers on social platforms and not directly with local communities on the ground. However, local communities are not confined to local areas due to mobility and migration. Therefore, corporations and governments should re-evaluate formal positioning and social cohesion with customers and local communities to evaluate potential limitations with individuals and groups in the informal social networks in local communities beyond surveys due to differing mindsets and varied CSR and sustainability discipline practices of the common good that may not be evident in current products and services.

5.6.3 Recommendation Three

Corporations should focus their strategy on how individuals and local communities within the formal *and* informal society can shape and constrain the company's CSR and sustainability strategies and competitiveness within financial and non-financial data. Furthermore, corporations need to be mindful of the changing informal and formal social

processes within society that seek to sustain society's ontological preferences within local, regional, national and global levels. How can companies increase stakeholders' low corporate trust while corporations are dependent upon citizens for competitiveness? Organizational competitiveness is interactional and is driven by social relations and institutions both at the local, the regional and the national levels (Hakansson, 1982, Storper, 1994). Currently, CSR and sustainability reporting tools depict the social domain as "homoarchy" (Bondarenko, 2005). This requires investigating the intensity, periodicity and duration of relational connections as relationships shift in time, space and cognitive frame (Crumley, 2005) through a transdisciplinary lens. Moreover, culture is not cohesive across geographic localities and situations. Consequently, informal social control systems are liable to promote social deviance and corruption (UNDP, 2004). "Human culture is not just a pool or a source of information; it is an arena and theater of social manipulation and competition via cooperation" (Flinn, 1997, p. 90). CSP is to a large extent dependent upon the opinions of others and consist of a "mixture of opinion and ability evaluation" (Festinger, 1954, p.118). For these reasons, corporations can utilize transdisciplinary research methods to improve social performance within the organization's business strategy while enhancing societal progress and knowledge through creating public awareness within an inherent learning process (Lang, et al., 2012) for topics such as social performance development, scenario analysis, integrated risk management, differing systems modeling approaches and joint decision-making in partnerships and negotiation (Hadorn, et al., 2008). Moreover, competitiveness requires unlearning former successful procedures, operations and successful relationships in a volatile changing global environment. In addition, people and disciplines incorporate an embedded history and evolution that temporarily adapt to current contexts and circumstances, but may not be sustainable.

5.6.4 Recommendation Four

As shown in Figure 3, transdisciplinary research focuses on the complexity of perceived connecting case-specific and abstract knowledge from common good practices and perceptions. Moreover, transdisciplinary research can reveal hidden problems due to a wrong frame of mind or mindset. Likewise, sustainability research challenges the assumptions and practices of established disciplines (Wiek, et al., 2012). Consequently, “problem formulation might be a prolonged social process involving interactions with many individual actors rather than an event involving established formations” (Lang, et al., 2012, p. 36). For these reasons, transdisciplinary research can help corporations challenge existing CSR and sustainability practices to enhance innovation and competitive advantage. The social domain is underdeveloped with a heavy emphasis on socio-economic development, quality of life, well-being, benefits, equality and social satisfaction of people. Moreover, the struggle for the common good, equality and social justice does not take place on a level ontological field. Deutsch (2006) argues, “Human equality does not imply that people necessarily have the same status, privileges, power, needs, or wealth. It does imply that such differences are not the consequence of one’s violation of the other’s entitlements” (p. 35). Higher levels of individual responsibility distort social welfare whereas social responsibility can prevent initiative and motivation. (Garelli, 1997). Moreover, society is not always hierarchical within formal and informal institutions. Rather, society oftentimes consist of complex patterns of relations that represent “heterarchy” (Crumley, 1995) resulting in temporary situations, ranking structures and adaptation.

5.6.5 Recommendation Five

Most corporations work within the formal society and create formal social relationships with group selection bias or the right mindset as mentioned by many respondents. Participation

requires individuals to reflect and adopt a different mindset to distinguish the borders surrounding a problem. Corporations should evaluate how differing local communities' mindsets may constrain formal borders of social responsibility with corporations. Furthermore, the fact of executing things together does not mean that you share the identical right mindset. Without examination of the informal society, the embeddedness of formal social responsibility within CSR and sustainability efforts and strategies can remain detached. Moreover, social and personal responsibility may appear truistic and it is much more complex than what is generally understood and is often practiced as normative conformity in society. For example, social responsibility can also be driven by social approval (Tornatzky and Klein, 1982). Furthermore, interpretation of positive relationships is socially constructed and can be misleading because the formal positive relationships are not challenging the key individual differences that may exist within informal relationships and support formal positive relationships. A common phrase in society is "they cannot *all* be like that". However, it takes only one person to change the world or make a difference. Therefore, corporations should evaluate how individual drivers in local communities impact CSR and sustainability and not focus solely on collective behaviors to determine possible fragmented reputational and social risk (Table 5.1). Table 5.1 lists potential local community risk indicators for corporations and governments to utilize in current social responsibility strategies within the social domain of CSR and sustainability.

Table 5.1 Quantitative and Qualitative Local Community (LC) Risk Indicators/Outcomes

Quantitative Indicators	Risk Indicators/Outcomes	Qualitative Indicators	Risk Indicators/Outcomes
<ul style="list-style-type: none"> • What is the extent and with what frequency/attendance did the inputs/contributions of individuals and groups in local communities (LCs) pursue social responsibility as social service, government dependent, individual or social progress (beyond socio-economic progress) with corporations? • What is the frequency and variance over time of positive and negative impacts of LCs on local, regional, national and global competitiveness? 	<ul style="list-style-type: none"> • <i>LC Mindset Social Service Oriented</i> – may decrease/limit corporate CSR/sustainability capacity in LC • <i>LC Mindset Social Progress/Advancement Oriented</i> – may increase corporate capacity for CSR/sustainability in LC • <i>LC Mindset Government Oriented</i> – may decrease/limit corporate CSR/sustainability capacity in LC • <i>LC Mindset Individual (s) Oriented</i> – may increase or decrease/limit corporate CSR/sustainability capacity in LC 	<ul style="list-style-type: none"> • What are the perceptions (ranking and satisfaction) of individuals and groups in LCs for social responsibility and sustainability without corporate support/partnerships? • How do individuals and groups in LCs describe/interpret the formal and informal social processes of CSR/sustainability for innovating products and services? 	<ul style="list-style-type: none"> • Social Fragmentation • Cultural Fragmentation • Social Responsibility/Sustainability Knowledge Fragmentation • Individually Driven • Government Dependent • Trust/Reputation Management • LC Competitiveness Benchmarking

The table includes examples of qualitative and quantitative questions with examples of local mindsets and risk indicators. The risk indicators provide further enhancement and evaluation of social responsibility with customers, local communities and other stakeholders for potential social risk originating from social fragmentation, cultural fragmentation, individual driven, government dependent, trust/reputation management and local community competitiveness benchmarking. Moreover, the qualitative and quantitative indicators and risk

indicators/outcomes provide ways for companies to enhance their portfolios with local communities and reciprocate accountability of CSR/sustainability initiatives back to local communities. Although the indicators in Table 5.1 do not encompass an entire situation and are contextual, they are helpful to determine local community anti-competitive behavior and to measure change over time within social processes for benchmarking corporate capacity limitations and outcomes of CSR/sustainability in local communities.

Most people desire to be helped or served in times of need and in poverty. However, society in formal and informal ways creates social responsibility which influences individuals, groups and organizations on how to deliver social responsibility. Herein is the challenge. Society has placed more accountability in formal institutions, partnerships, relationships and constructs that result in inconsistent, inadequate and unequal outcomes of social responsibility. Thus, social responsibility pretense is a result of society's social construction of social responsibility. Potential corporate and government outcomes were developed from the recommendations and risk indicators/outcomes in Table 5.1. These outcomes provide corporations and governments across sectors and industries with suggestions to improve and reduce non-intentional pretense of social responsibility strategies within the three domains of CSR and sustainability.

5.6.6 Potential Corporate Outcomes

- Greater corporate social responsibility intelligence and societal strategy of the informal sociological systems and processes and outcomes that direct formal societal movement and impact on financial returns.
- New interpretations of corporate social responsibility/sustainability management in local communities for innovative products and services.

- Enhanced corporate awareness of the common good in society and business opportunities to change fragmented and conflicting views of how society thinks about the common good through corporate products and services.
- Acknowledging and benchmarking recursive mutual and intermittent societal responsibility and competitiveness behavior inputs and outcomes and dynamic social processes among corporations, individuals and local communities in volatile local markets.
- Corporations hold society accountable by communicating corporate concerns of varying fragmentation among local communities, governments and corporations in CSR and sustainability reports by creating societal competitiveness and societal responsibility indicators as goals/challenges to work together as two through five-year goals.
- Corporations' re-evaluate social risk management and reputational risk management within the formal and informal societal conditions in local communities for individual (key stakeholders) and collective normative and non-conformative behavior for greater market share.
- Corporations examine formal and informal markets locally, regionally and nationally to re-evaluate CSR and sustainability partnerships and collaboration for enhanced reputation management.
- Enhanced corporate social risk learning and strategies concerning customers that cooperate formally through corporate partnerships, collaboration and social media and customers that may not sustain the formal behavior through informal social networks in local communities.

- Corporations evaluate individual drivers and not just collective drivers of social responsibility in products and services for customer education and awareness about increasing the role of the local community.
- Re-evaluate corporate formal boundaries to alter the negative dynamics of informal societies on trust and reputation management.

5.6.7 Potential Government Outcomes

- Governments address differing mindsets of local communities to show benefits and provide incentives to link social competitiveness with technology/economic/development/knowledge competitiveness in local communities.
- Governments should investigate social progress and social competitiveness impacts beyond economic, technological and societal well-being for links to regional and national competitiveness.
- Governments should re-evaluate positive and negative drivers/factors/outcomes of social cohesion in local, regional, national and global competitive advantage.
- Governments must look for irregular cultural conflict within local communities due to disruptive social construction and interactions between individuals at micro, meso and macro levels in the informal society and for connections regionally and nationally.

5.7 Suggestions for Further Research

5.7.1 Transdisciplinary Research

Further research requires a transdisciplinary approach due to CSR and sustainability discipline fragmentation. Transdisciplinary research integrates interdisciplinary within differing disciplines and non-academic participants for more sophisticated approaches such as co-production of knowledge (Pohl, 2008). Thus, a transdisciplinary approach may be considered a

form of social reconstruction of CSR and sustainability disciplines integrating multiple instruments and measures of different forms of knowledge, social and organizational, communication and technical integration (Bunders, et al., 2010). Therefore, utilizing transdisciplinary methods offers problem solving for issues that are not perceived as problematic such as lack of social responsibility reciprocation from local communities with corporations and an underdeveloped social domain in CSR and sustainability.

(Figure 5.3).

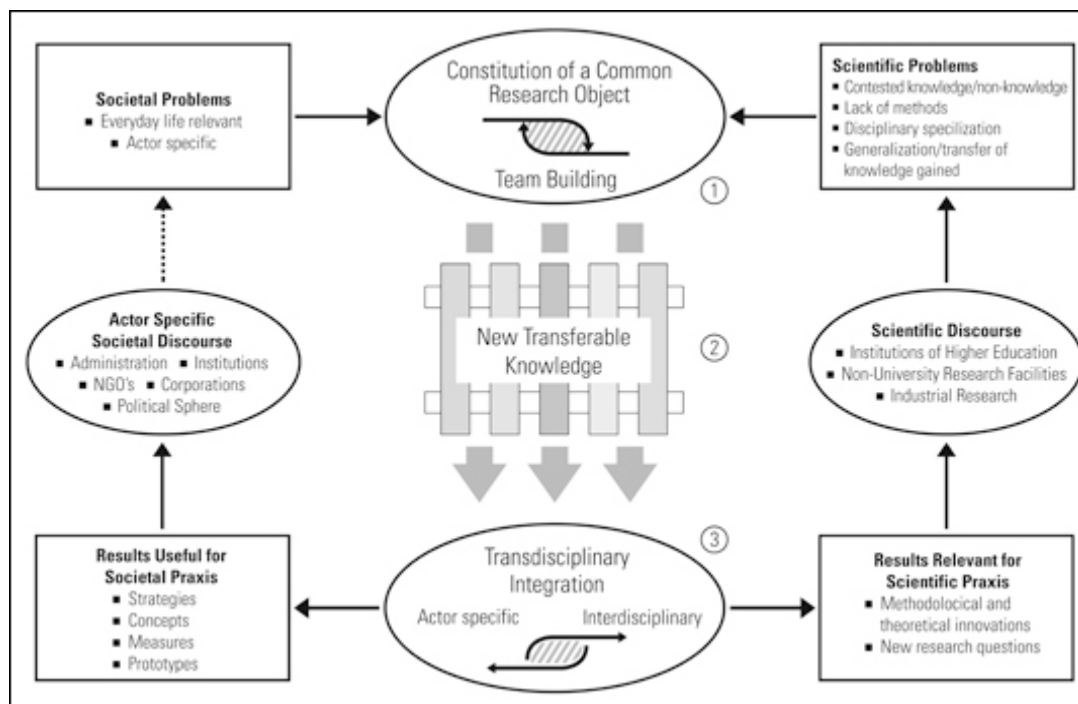


Figure 5.3 ISOE Transdisciplinary Research Process Model

(Source: Jahn and Keil, 2006)

Figure 5.3 is a conceptual model of a transdisciplinary process that addresses and integrates societal and scientific problems through team building and problem framing within

social construction or co-creation between societal and scientific actors in discourse for societal and scientific practice. There are important concerns regarding intersecting and integrating disciplines that affect the quality of the research methodologies and data results (Robinson, 2008) and “transdisciplinary projects are too heterogeneous to answer the question directly” (Pohl, 2008, p. 51). However, transdisciplinary research is needed when knowledge about a societal relevant field is uncertain, when the concrete nature of problems is disputed, and when there is a great deal at stake for those concerned by problems and involved in dealing with them (Hadorn, et al., 2006). Deutschmann (2012) argues “There are clear indications that the capital form of money is taking on functions of collective self-representation in contemporary world society in a latent way, and thus must be conceived of as a fundamental social phenomenon and not only as an economic one” (p. 20). Why is the context of CSR and sustainability treated as an environmental and economic discipline when it is in reality driven by the social domain? The problem is that we are selecting parts of some disciplines without changing the disciplines to address real problems. For example, many sociological disciplines seek to comprehend and focus solely on how identity promotes preferential individual and group behavior. Thus, “unquestioned assumptions about three underlying concepts –discipline, peer and measurement-continue to cloud the discourse on evaluation” (Klein, 2008, p. S121). These assumptions are inadequate to generate new knowledge and require a transdisciplinary approach.

5.7.2 Common Good

The common good is a strong ethical theory and principle in CSR and sustainably that warrants further investigation and research of “how it pays to be sustainable” (Schaltegger & Ludeke-Freund, 2012, p. 2). However, transdisciplinary research defines the common good “as being opposite of private interests” (Hadorn, et al., 2006, p. 122). Moreover, the common good

approach requires “joint problem framing” (Lang, et al., 2012, p. 33) because it lacks social problem solving capacities due to its emphasis on consensus and equality, well-being, and is restricting social and human development and progress. Furthermore, without social progress the common good is another way of serving others with no sustainable reciprocation of societal progress. Therefore, social progress cannot be confined to human, environmental and economic well-being (Saisana, M. & Philippas, D., 2012).

Similar to social responsibility, the common good may drive society to perceive we are all responsible, yet no one is responsible. In addition, multiculturalism may promote divisions and not social cohesiveness due to competing cultural preferences. Galston (2013) proposes, “How are we to define the limits of the community within which the principle of commonality applies? Environmentalists argue for a global definition: the consumption of fossil fuels produces externalities that affect the entire human race” (p. 12). This is a one-sided view of the common good that perpetuates a temporary and not an absolute mutual advantage or win-win. Thus, the common good theory requires problem formulation in attempting to “reconcile values and preferences”(Lang, et al., 2012) because society, business and governance compete for preferred values and norms (p. 25) Furthermore, is reconstructing a unified sense of belonging to a democratic society, regardless of national or ethnic characteristics” (Lechat, 2012) the answer for practicing the common good? This may lead to the common good as isomorphic and is a very narrow way of determining how well a society progresses and becomes more responsible. The reason and will of the individual plays a critical role in the foundation of social order and cohesion (Luhmann, 1981). Therefore, further research of social deviance within the common good should be examined among local communities, governments and corporations because

“social order is co-constructed in a recursive process that reconstructs us as persons, relationships and institutions” (Pearce, W.B. and Pearce, K.A., 2000, p. 421).

Social learning within the common good can lead to understanding and cooperation built upon trust and cohesion. Furthermore, greater contact and interactions are more likely to build social cohesion of the desired behavioral effect (Chartrand and Bargh, 1999). However, particular trust can increase social cohesion spatially while decreasing the common good. Moreover, local culture should not be romanticized as the true culture of any ethnic group due to social and individual mobility. Thus, individual and social mobility within the common good requires examination and further research of “determinants of mobility behavior” for “spatial mobility, socio-spatial mobility and social mobility” (Bergmann and Jahn, 2008, p. 5). Furthermore, understanding that local communities are developed within individuals and groups for sustaining identity, reputation and differences and not commonality requires further research in examining underlying processes within the larger social structural contexts for those who pursue the common good and social learning in CSR and sustainability.

Further research is needed to assess societal progress and development beyond unevenly proportioned incomes, poverty and cultural inequality. Perhaps, the organization of society, and not individual behavior is the primary cause of inequality (Rosanvallon, 2012). Most cultures contain unequal elements (Okin, 1999). Therefore, pursuing equality or equity in corporations while society sustains inequality is a social dilemma that warrants further research. Moreover, this creates perpetual fragmentation among corporations, governments and local communities. Equitable respect and trust in diverse cultures is constrained by civil and human rights in the formal society because in reality the diverse cultures do not hold each other equal in the informal

society. Additionally, human rights are individually driven in opposition of the state and society (Donnelly, 1984).

Further research is necessary to examine situational ethnicity within complex polyethnic systems and variation and ambiguity in objective behavior to avoid how multiculturalism can be practiced as a platitude. Furthermore, in a multicultural society people are often made to feel shame or guilt when openly discussing ethnic preferences. Axelrod and Hammond (2003) provide “proof of the principle that tag-based discrimination can emerge and be maintained under quite minimal conditions, including the absence of reciprocity and reputation” (pp. 7-8). Similarly, risk is perceived by individuals to support a person’s way of life (Douglas, 1978). Thus, multicultural communities can appear cohesive and in reality be conflicted and sustain superficially driven relationships resulting in social cooperative bias instead of the common good. Moreover, ethnic cultures that intentionally do not fit or share similar values result in perpetuating others as without merit. Gilroy (2006) describes racial and ethnic differences as a convivial culture where diverse people mix ordinarily with others. This promotes anti-racism in the formal society while sustaining racism in the informal society. Therefore, in sustainable development, favorable local community socio-cultural conditions are in a constant change of flux and because it may not be immediately evident they can constrain sustainable economic development.

5.7.3 Societal Competitiveness

Societal competitiveness requires further research due to society’s potential impact to decrease and constrain local, regional and national competitive advantage. Competitiveness is generally associated with economic or socio-economic and productivity features. For purpose of this research study, competitiveness is associated and examined by social features. Social value

systems and social motivation are significant factors in the implementation of national competitiveness (Garelli, 1997). The data shows a gap among local communities and corporations preventing each other from achieving their goals. As not all local communities represent the same interests, so the treatment of competitiveness can be based solely on a corporation and an individual. A competitive environment among local communities, corporations and governments requires the local community's willingness to engage with corporate values. However, oftentimes, a competitive social environment is defined as jobs and society's economic well-being. Winning or win-win partnerships do not imply you are competitive. Rather, it is a short-term snapshot focusing on external comparisons to determine individual and group advantage. Furthermore, cooperation and concurrence may result in omitting contest, understanding, knowledge, and skillful judgment. Instead, competition is more than achieving short-term goals; it is about sustaining long-term progress and advancement. For these reasons, further research should re-evaluate social cohesiveness effects on local, regional, and national competitive advantage for economic, environmental and social risk management.

5.8 Limitations of the research study

The participants in this study conveyed differing concepts and some uncertainty of social responsibility, competitiveness, and values and beliefs. This may be a result of the ambiguity of the concepts and/or the wording of the questions. For these reasons, further prompting during the interviews may have resulted in greater homogeneity of social responsibility among participants. Another limitation of this research study is that the participants were not provided the data analysis findings for comments and feedback. Consequently, the participants' inputs may have resulted in greater precision of the model and qualitative and quantitative data findings. Moreover, selecting questions based upon descriptive and inferential potential significance may

obscure other participants' responses that may contribute towards increased clarification of how to address and possibly resolve the problem. Lastly, this research study takes a critical social science approach where values are embedded into all research with some point of views considered correct and other views incorrect (Neuman, 2003).

5.9 Summary and Conclusion

Chapter Five concludes this research study. This quantitative and qualitative research study set out to investigate the factors that lead to an underdeveloped social domain in CSR and sustainability and the lack of local communities' reciprocation in social responsibility to corporations. The theoretical and methodological framework discussed several factors that contribute towards a lack of reciprocal social responsibility from local communities to corporations and an underdeveloped social domain. The factors are a) individual drivers, b) formal and informal societal organization, c) a socio-economic and well-being focus within the social domain of CSR and sustainability without social progress and societal competitiveness, and d) strategic cultural preferences.

The literature indicated that current social domain constructs in CSR and sustainability limit and contributes towards unbalanced social responsibility among corporations, governments and local communities. Furthermore, lack of social responsibility from local communities impacts local, regional, national and global competitiveness, sustains questionable societal values, expectations and decreases social progress due to a lack of critical social and personal development that is crucial for increasing social responsibility among local communities, governments and corporations.

According to the participants' responses and comments in the web-based survey and interviews, individuals and personal trust play a greater role in CSR and sustainability than collaborative partnerships, with local communities dependent upon the government for social responsibility and competitiveness, leaving a gap among corporations and local communities.

Seven key themes emerged from the interview data providing insight into some of the sociological processes and potential impacts of an underdeveloped social domain; a) selection bias, b) dependency on global and nationally recognized CSR and sustainability reporting tools, c) individual driven, d) social responsibility knowledge fragmentation, e) social fragmentation, f) discipline fragmentation, and g) cultural fragmentation. The quantitative and qualitative data results show that individuals and local communities reciprocate trust and are dependent upon governments for social responsibility with a gap in the relationships with corporations. Trust among individuals, local communities and governments are greater than corporate trust. In the Social Responsibility Model, society is equitable in institutional formal forms, but not within informal forms, because this is something most corporations do not capture. And, it is the informal society that drives social responsibility and competitiveness.

Recommendations and potential outcomes provide corporations with revised social risk indicators and societal strategies for determining formal and informal societal direction on economic and natural environmental returns, and transdisciplinary approaches for discipline fragmentation and problem formulation for challenging local communities to reciprocate social responsibility with corporations in a global volatile economy. In addition, recommendations and potential outcomes for governments include examination of societal competitiveness beyond economic, technological and societal well-being, positive and negative effects of social cohesion, and differing local community mindsets for local, regional, national and global competitive

advantage. Lastly, suggestions for future research include a) transdisciplinary research for discipline fragmentation and “problem formulation” (Lang, et al., 2012), b) the common good for competing cultural preferences and social environments among local communities, governments and corporations, and c) societal competitiveness to determine society’s potential impact on local, regional, national and global competitive advantage in CSR and sustainability.

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Appendix A: Web-Based Survey Questionnaire

Q1. Introduction

Welcome to my "social responsibility and social performance" survey. I am a doctoral student at Tilburg University conducting research to better understand the relational responsibility between corporations, governments and local communities.

You are invited to participate in this research by completing this survey. It should take no longer than 15 - 20 minutes of your time. If you feel uncomfortable in answering certain questions, please disregard them. Any information provided by you through this survey will be kept strictly confidential. I will use aggregated data that cannot be used to identify you.

Your participation in this research is voluntary. You have the right to withdraw at any time with no consequences. I encourage you to participate in this research, as it will provide valuable insight that can be used to improve and better understand the impact of values, beliefs, trust and competitiveness within the relational responsibility between corporations, governments and local communities. The results will help advance knowledge about sustainability, corporate social responsibility and corporate social performance. Your help and support is greatly appreciated.

If you have any questions, please do not hesitate to contact me via email:

mt2652@gmail.com or m.thiel@uvt.nl

Thank you. Monica Thiel, Ph.D Candidate Tilburg University, The Netherlands

Q2. Section A. Social Responsibility. Please Answer The Following Statements And Questions About Sustainability, Corporate Social Responsibility And Corporate Social Performance

Q3. Have You Heard Of Sustainability? Yes / No

Q4. If Yes To Question #3, Please Enter Your Brief Definition Of Sustainability Below

Q5. Have You Heard Of Corporate Social Responsibility? Yes / No

Q6. Have You Heard Of Corporate Social Performance? Yes / No

Q7. I Am Knowledgeable About Sustainability. Yes / No

Q8. I Am Knowledgeable About Corporate Social Responsibility. Yes / No

Q9. I Am Knowledgeable About Corporate Social Performance. Yes / No

Q10. How Satisfied Are You With The Social Responsibility Of Your Country? Very Dissatisfied / Dissatisfied / Somewhat Dissatisfied / Neutral / Somewhat Satisfied / Satisfied / Very Satisfied

Q11. How Satisfied Are You With The Social Responsibility Of Your Region? Very Dissatisfied / Dissatisfied / Somewhat Dissatisfied / Neutral / Somewhat Satisfied / Satisfied / Very Satisfied

Q12. How Satisfied Are You With The Social Responsibility Of Your Local Community? Very Dissatisfied / Dissatisfied / Somewhat Dissatisfied / Neutral / Somewhat Satisfied / Very Satisfied

Q13. Please Answer The Following Statements (A-E) About Sustainability, Corporate Social Performance and Corporate Social Responsibility with Agree / Disagree / Do Not Know

Q13. A. Corporate Social Responsibility Is Making Society Become More Socially Responsible

Q13. B. We Depend Too Much On Government Environmental Policies Instead Of Personal Responsibility For National Environmental Responsibility

Q13. C. Corporate Social Performance Is Making Companies Become More Responsible

Q13. D. Corporate Social Responsibility Is Making Companies Become More Socially Responsible

Q13. E. Corporate Social Performance Is Making Society Become More Responsible

Q14. How Interested Are You In Corporate Social Responsibility, Corporate Social Performance And Sustainability?

Very Interested / Somewhat Interested / Neutral / Not Very Interested / Not At All Interested

Q15. Please Add Any Comments About Sustainability, Corporate Social Responsibility And Corporate Social Performance In The Box Below

Q16. Section B. Competitiveness. Please Answer The Following Statements And Questions About Competitiveness. (Please Note: Competitiveness Is Defined As High-Performance Or Superior Performance).

Q17. Sustainability, Corporate Social Responsibility, And Corporate Social Performance Are Dependent Upon Competitiveness.

Definitely True / Probably True / Neither True nor False / Probably False

Q18. I Believe It Is The Responsibility Of Every Citizen In My Community To Increase National Competitiveness And Social Responsibility.

Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q19. I Believe That Citizens Have The Same Responsibility As Government And Corporations For Social Responsibility And National Competitiveness.

Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q20. National Competitiveness Is Dependent Upon Citizen Responsibility. Definitely True
Probably True / Neither True nor False / Probably False / Definitely False

Q21. Government Is Responsible For Local Communities' Responsibility and Competitiveness.

Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q22. Please Answer The Following Statements (A-F) with Strongly Agree / Agree / Neither Agree nor Disagree / Disagree / Strongly Disagree

Q22. A. Social Responsibility Should Always Take A Lower Priority To Economic Growth

Q22. B. National Competitiveness Is Dependent Upon Personal Competitiveness

Q22. C. Local Communities Require Accountability From Corporations For Social Responsibility And Local Community Competitiveness

Q22. D. National Competitiveness Is Dependent Upon Local Community Competitiveness

Q22. E. Local Communities Require Accountability From Government For Social Responsibility And Local Community Competitiveness

Q22. F. Government And Corporations Require Accountability From Local Communities For Social Responsibility And Competitiveness

Q23. Corporate Social Performance Is Really About Competitiveness Definitely Yes / Probably yes / Maybe / Probably not / Definitely not

Q24. Would You Be Willing To Take Responsibility To Increase Your Country's Competitiveness?

Definitely yes / Probably yes / Maybe / Probably not / Definitely not

Q25. Would You Be Willing To Take Responsibility To Increase Your Local Community's Competitiveness?

Definitely yes / Probably yes / Maybe / Probably not / Definitely not

Q26. Corporations Are Dependent Upon Local Citizens' Competitiveness. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q27. Please Add Any Comments About Competitiveness In The Box Below

Q28. Section C. Trust. Please Answer The Following Statements and Questions About Trust

Q29. Personal Trust Is Essential To Sustainability, Corporate Social Responsibility and Corporate Social Performance.

True / False / Neither True nor False / Probably False / Definitely False

Q30. Sustainability, Corporate Social Responsibility and Corporate Social Performance Is Dependent Upon Relational Trust.

Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q31. I Aggressively Work At Developing Trust With My Local Community. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q32. Generally Speaking, Would You Say That Most People Can Be Trusted Or Do You Need To Be Very Careful In Dealing With People?

Trust Completely / Trust Somewhat / Do Not Trust Very Much / Do Not Trust At All

Q33. Do You Believe That Most People Would Try To Take Advantage Of You If They Received A Chance, Or Would They Try To Be Fair?

People Would Try To Be Fair / People Would Try To Take Advantage Of You

Q34. How Much Do You Trust People From Various Groups?

Trust Completely / Trust Somewhat / Do Not Trust At All / Your Family / Your Church

Your Government / Your Local Businesses / People You Meet For The First Time

People Of Another Nationality / Your Coworkers / Your Neighborhood / Your Corporations

People You Know Personally / People Of Another Religion

Q35. Please Add Any Comments About Trust In The Box Below

Q36. Section D. Values and Beliefs. Please Answer The Following Statements And Questions About Values And Beliefs

Q37. I Would Define Social As:

Q38. I Am Actively Involved In Social Causes. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q39. My Involvement In Improving Social And Relational Responsibility With Governments And Corporations Is A High Priority.

Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q40. Please Rank The Following Statements In Order Of Preference (Most Preferred

Statement At The Top)

A High Level of Economic Growth
Making Certain My Country Has Strong Environmental Policies
Making Certain My Country Has Strong Corporate Social Responsibility Policies
Trying To Make My Cities and Countryside More Beautiful
Personal Responsibility For National Competitiveness
Maintaining Social Order In The Nation
Giving People More To Say In Important Government and Corporate Decisions
Increasing Local Communities Responsibility For Local Competitiveness
Increasing Accountability Of All Citizens For National Competitiveness
Progress Toward A Society In Which Ideas Count More Than Money
The Fight Against Crime and Corruption

Q41. I Know How To Change Things In My Community. Definitely True /
Probably True / Neither True nor False / Probably False / Definitely False

Q42. I Seek Out Different Perspectives To Generate New Ideas. Definitely True /
Probably True / Neither True nor False / Probably False / Definitely False

Q43. For Each Of The Following Statements Please Indicate The Level Of Importance In Your Life as Extremely Important / Very Important / Neither Important nor Unimportant Very Unimportant / Not at all Important

Money

Work

Family

Local Community

Religion

Friends

Ethics

Relational Trust

Individual Competitiveness

Community Competitiveness

Positive Towards Self

Spirituality

Q44. Please Answer The Following Statements (A-I) About Your Values And Beliefs As Very Much Like Me / Like Me / Somewhat Like Me / A Little Like Me / Not Like Me Not At All Like Me

Q44. A. It Is Important To This Person To Think Up New Ideas And Be Creative To Do Things One's Own Way

Q44. B. It Is Important To This Person To Have A Good Time; To Spoil Oneself

Q44. C. Being Very Successful Is Important To This Person; To Have People Recognize One's Achievements

Q44. D. It Is Important To This Person To Always Behave Properly; To Avoid Doing Anything People Would Say Is Wrong

Q44. E. Tradition Is Important To This Person; To Follow The Customs Handed Down By One's Religion Or Family

Q44. F. It Is Important To This Person To Be Rich; To Have A Lot Of Money And Expensive Things

Q44. G. It Is Important To This Person To Help The People Nearby; To Care For Their Well-

Being

Q44. H. Adventure And Taking Risks Are Important To This Person; To Have An Exciting Life

Q44. I. Looking After The Environment Is Important To This Person; To Care For Nature

Q45. My Attitude Towards Work Is Linked To Personal Social Responsibility. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q46. Social Economic Conditions Are Dependent Upon Personal Responsibility. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q47. Which Of The Two Statements Is Closer To Your Point Of View?

Q47. 1. Protecting The Environment Should Be Given Priority, Even If It Causes Slower Economic Growth And Some Loss Of Jobs.

Q47. 2. Protecting Economic Growth And Creating Jobs Should Be Given Priority, Even If It Causes Slower Environmental Protection.

Q48. Please Answer The Following Statements As

Strongly Agree / Agree / Neither Agree nor Disagree / Disagree / Strongly Disagree

Q48. A. I Would Give Part Of My Income If I Were Certain That The Money Would Be Used To Increase Personal Social Responsibility

Q48. B. The Government Should Reduce Environmental Pollution And Waste, But It Should Not Cost Me Any Money

Q48. C. I Would Agree To An Increase In Taxes If The Extra Money Were Used To Prevent Environmental Pollution

Q49. I Tackle Problems In Relationally Collaborative Ways. Definitely True / Probably True / Neither True nor False / Probably False / Definitely False

Q50. Tell Me About Your Views On Various Issues As Strongly Agree / Agree// Neither Agree nor Disagree / Disagree / Strongly Disagree

Incomes Should Be Made More Equal

Private Ownership Of Business And Industry Should Be Increased

The Government Should Take More Responsibility To Ensure That Everyone Is Provided For Competition Is Good. It Stimulates People To Work Hard And Develop New Ideas

In The Long Run, Hard Work Usually Brings A Better life

Individual Accomplishment Is Vital To Social Responsibility

We Need Larger Income Differences As Incentives For Individual Effort

Government Ownership Of Business And Industry Should Be Increased

People Should Take More Responsibility To Provide For Themselves

Competition Is Harmful. It Brings Out The Worst In People

Hard Work Does Not Generally Bring Success. Rather, It Is More A Matter Of Luck And Connections

Social Responsibility And Social Performance Decreases Individual Accomplishment

Q51. Please Add Any Comments About Your Values And Beliefs In the Box Below.

Q52. Section D. Demographics

Q53. My Gender Is

Male / Female

Q54. My Age Group Is

18 - 29

30 - 45

45 - 60

60 - 75

75+

Q55. My Ethnicity Is

Q56. My Highest Level Of Educational Achievement Is

No Formal Education

High School/GED

Some College

Associate Degree

Undergraduate Degree

Graduate Degree

Post Graduate Degree

Q57. My Place Of Residence Is (Please Enter Country)

Q58. My Place Of Residence Is (Please Enter Region)

Q59. Please Select Your Profession/Occupation

Senior Management

Non-Management

Appendix B: Web-Based Survey Text Results

A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competitiveness Comments	Values and Beliefs by Group	Demographics
	To sustain what we achieved. If poverty eradication is done by supply of food grains. How we are going to meet the continuous supply of food to sustain the eradication of poverty	Corporates never want to be socially responsible. But the public policies of different countries make them or rather held them responsible. Sustainability of corporate responsibility ?.....I think you will have to find some collation strategies of corporates to have sustainability.....				Competitiveness as the word itself is confusing in the context of sustainability and SCR.....need clarification	ethical values utilitarian theory and Kant	Asian, India, Kerala SM Doctorate, Male, 30-45
2	meeting today's needs without compromising future			much needed in all walks of life. Trust deficit create many problems among us		it is the need of hour, makes people more accountable and agile		Indian, India, Kerala, M, Graduate, Male 18-29
3	Sustainability is the ability of improving up on the present situation through continual improvement	CSR has become a very important component in the modern day business and in Indian context also the same is getting more and more important	Social is a broad term which denotes the involvement of people with the society	Trust is something which based on the internal relationship between the people		competitiveness is good till the point it benefits the country's economy and the welfare of the people		Asian, India, Kerala, M Doctorate, Male, 18-29
4	maintaining a process or action once started	only a few takes up any social responsibility		too old to trust every body and every thing		Competitiveness comes with a dedicated management	life is god's gift to share	to be a dependable person, M, Male, 45-60, Graduate

5	capacity to accommodate, to adjust with situations.							Dravidian, Male, 45- 60, Doctorate, M
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A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
6	Something that exists for a long period of time					In this globalised world where survival of the fittest is the rule, competitiveness is very important		Female, Doctorate, M
7	Humans and nature should get along and have harmony	it's very important to have an ethic for everything because the world simply cannot continue consuming at a rising rate while resources begin to fall				There are many different kind of sense of value between developed countries and emerging country so		Asian, Male, 30-45, Japan, West, M
8	Sustain what you attained					not related to social corporate responsibility		Asian, Male, 30-45, India, Kerala, SM
9	Development that meets the needs of the present generation without compromising the ability of the future generations to meet their own needs							Female, Doctorate, M, 18-29
10	Strategies that enhance economic, environmental and social performance together.	Every effort in the right direction counts.	community			Competitiveness of any entity relies on competitiveness of stakeholders but citizens and communities can get left behind		Female, USA Wash DC, 45-60, M, Graduate
11	Sustainability is a term used to describe public and private actions that lead to more efficient use of resources. It's a nearly useless term because of the way it has been politicized especially by the right.	These terms -- sustainability, corporate responsibility, and corporate social performance -- are not the right terms to truly marshall change in corporate behavior and in communities, regions, and nations.	interconnections between people	Church" is defined as a congregation, regardless of religious identification ?			quest 47 is false- need govt policies to see that economic and enviro go together	Caucasian USA East Coast, 45-60, Male, Doctorate, M

A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competitiveness Comments	Values and Beliefs by Group	Demographics
12	Sustainability to me means stewardship and management of resources to enhance productivity to the benefit of the environment.							Caucasian USA, Virginia, 45-60, Male, Doctorate, NM
13	Production, preservation and profit working together		interacting with others					Caucasian, USA, Maryland, Male, 45-60, M, Graduate
14	socially, economically and environmentally sustainable. has a reasonable chance of long term survival.	determining metrics that offers a common platform to compare is needed. businesses must still remain economically viable and yet demonstrate clear environmental and social standards	dealing with the welfare of men, women and children, including those with disabilities and different economic classes	there is a gender issue missing here- I have had many coworkers, local businesses and others take advantage of women-- therefore I have lost trust		part of global competitiveness is competing with other countries that have lower environmental and social standards and costs		Caucasian, Female, USA Virginia, M, 45-60, Undergrad
15	To meet the needs of the present without depleting the regenerative capacity of natural systems to the extent that they are no longer able to sufficiently provide for present and future needs, both human and non-human.	True CSR exists in rare instances where the corporate leadership is truly committed/morally compelled, otherwise, there is much green washing and corporate branding about. It is the individual responsibility of shareholders and consumers to hold large corporations accountable.	Having to do with interpersonal relations and individual welfare.				hard work can bring a better life however luck and connections are vital for self embitterment	Caucasian, USA Mid-Atlantic, Male, 30-45, NM, Graduate

A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
16	the use of harvesting which prevents depletion or permanent damage.	I am not sure what social responsibility means.	involved with community or outside party					Caucasian, USA, PA, Male, 45-60, M, Undergraduate
17	An integrated system of production practices to satisfy human food and fiber needs that is socially acceptable, environmentally sound and economically viable	My response to stated questions is limited to my knowledge/experience focused on U.S. agricultural production sector only.		For Q 34 need more levels for response than three as indicated.				Asian American, USA, Wash, DC, Male, 45-60, Doctorate, M
18	Bruntland definition mixed with Elkington definition of the TBL		Benefitting the human condition					Caucasian-Euro Mix, Female, USA San Francisco, M, 30-44, Grad
19	The ability of future generations of people to have the same opportunity and access to a clean, healthy environment; personal health; and economic opportunity.		Having to do with other people.					Caucasian, Female, USA Wash, DC, NM, 30-45, Graduate
20	Sustainability is the interaction of responsibility between people their environment, economics, and social interactions under a long-term timeline		Interacting with other people					Caucasian, USA, Takoma Park, MD, Male, 60-75, Graduate, SM

A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competitiveness Comments	Values and Beliefs by Group	Demographics
21	Continuous renewal of resources and materials for continuation of humanity, focus not really on environmental continuity for its own sake							Incomplete - 161.80.112.162
22	Prudently managing natural resources today with a perspective of keeping in mind the same resources for future generations							Causation, USA, Wash DC, Male, Graduate, 45-60
23	Future Generations	Generally, the perception is that sustainability relates to environmental impacts. There is a need to get away from the term "social responsibility" and more towards sustainability.				Competitiveness occurs when people perceive themselves to have self-efficacy and that must start at the individual.		Caucasian, USA. Arkansas, Female, Doctorate, Mgt, 30-45
24	3 pillar equity		The noun, verb or adjective? I'm assuming you mean the public good?					Caucasian, UK, Germany, South, South East, Female, NM, Graduate, 45-60
25	Future Generations		Relating to society	People would probably take advantage of you				Caucasian, USA, VA, NM, Female, NM 30-45
26	3 pillar long term		Human Rights					Caucasian, USA, Iowa, Female, Graduate, 30-45, M
27	Business Does not harm quality of life or environment		Benefitting society					White, USA, VA, Female, Grad, NM, 30-45

A	B	C	D	E	F	G	H	I
Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
28	Brundlandt							Incomplete - 212.137.36.236
29	Meeting my needs without impacting others doing the same							Incomplete- 161.80.24.51
30	long-term issues	All 3 required for long-term global population	all interactions with others	Contextual		Corps, citizens, govt at all levels must work together successfully		American, USA VA, Male, Undergrad, M, 45-60
31	system that will not deplete resources or harm natural cycles	Companies appear to be acting more socially responsible until the media unearths info about their bad practices - like bribing other countries to get out around regs. Makes it difficult to have a lot of faith in what companies preach (e.g., walmart)		NA should apply to some of the questions above such as people of another religion or nationality, as that does not impact my trust in people				White, USA, DC, Female, Grad, M, 30-45
32	Brundlandt		doing right for the people					White, USA, AZ, Male, UG, SM, 30-45
33	Brundlandt		interpersonal, institutions, and human interactions			definition problem - difficult to answer		White, USA, West Coast, Female, Doctorate, SM. 45-60
34	3 pillars over time		interaction with other people					American, USA ECoast, Male, Doctorate, 60-75, NM
35	SD overtime and 3 pillar prosperity		interaction with people					White, Female, 60-75, doctorate, NM
36	Brundlandt							White, USA, VA, Male, Grad, NM, 45-60

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
37	Future Generations							Latino, USA, West Coast, Female, 45-60, Graduate, Mgt
38	3 pillars based upon int'l secondary sources	Business imperative						Incomplete-194.113.59.80
39	I think of sustainability as a balance between people, profit and planet (triple bottom line). To live sustainably, we must not deplete or degrade our natural resources or ecosystems, we must consider the quality of life of all people, yet we must balance these two elements with the ability to progress and develop as a society.	Giving companies a platform locally, regionally and globally						Incomplete-204.74.20.14
40	lasting products-environmentally friendly and energy efficient							White, USA, Female, 30-45, NM, UG
41	Brundlandt							White, USA, NE, Female, 45-60 SM, Graduate

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
42	To borrow from Gifford Pichot: "Sustainability is the application of common sense to the common problems for the common good."	To borrow once again from Pichot: "Sustainability is the foresighted utilization, preservation and/or renewal of forests, waters, lands and minerals, for the greatest good of the greatest number for the longest time."	Our orientation and interaction with others, the process of creating allies.	Pichot again: "The earth and its resources belong of right to its people"				White, USA, DC, Male, 45-60, Graduate, SM
43	3 pillar long-term		service to society to insure well being of people					French, Brittany France, Female, Doctorate, 18-29, M
44	evolution without destruction	there is no other way to evolution as human beings in a "commercial word"	me vs others vs me	I trust in my family and in God. Al the rest is relative.		question marks for question 26 with no answer- we should do better, not necessary more. growing faster than world is not the way	quest 40 - god said to work and make money by wealding - only delinquents work without effort incl speculators	Spain, Navvara, Male, 45-60, some college, SM
45	3 pillar long-term	I believe that only the person and company who will get a good balance between all this point will have good and prosperous time	Take care of people around us					French, Male, Brittany, France, 18 29, Graduate, M

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
46	way to have an lasting activity balancing environmental, social and economical concerns		relationships between people	regarding people of another religion or nationality, it just depends on "do I know them personally or not"? No difference according to nationality or religion.				French, Brittany France, Female, Doctorate, 18-29, NM
47	Brief life or short-term action							French, Bretagne, France, Male, 30-45, M, Some College
48	No response							Female French
49	consideration of social and environmental aspects in the development strategy of the company							European, Bretagne, France, Female, M, Graduate, 30-45
50	Consideration of environment aspects in the development strategy of the company.							European, Bretagne, France, Female, M, Graduate, 30-45
51	Efficient use of energy and responsible policy on waste disposal		interrelations with friends, family, co-workers, community					Black, Latin, 45-60 Female, M, Graduate
52	Brundlandt							Vietnam Ho Chi Minh City,, French, Caucasian, Male, 45-60, M, Graduate

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
53	long-term growth				high performance			Vietnam, Hochiminh, Vietnamese, Male, 30-45, M. Doctorate
54	long-term growth	Do not know what it is						Latin, Noord Holland, Netherlands, Female, 30-45, NM, Graduate
55	Brundlandt	accountability is critical to creating a truly equitable and balanced society	that we are thinking about "social", the word relates to					USA, Colorado, Male, 60-75, NM, Graduate
56	the capacity to endure							France, Male, 18-29, Graduate, M
57	Independence							Not Completed

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competitiveness Comments	Values and Beliefs by Group	Demographics
58	Sustainability is: Create value and livings without damage to the earth and human beings	The company I work for has for purpose to develop natural solution in a sustainable way, green chemistry for animal husbandry and crop rising. It is today essential to produce food in quantities to feed 9 billion people in 2050 but this has to be done in the respect of animals and nature. The range we develop is made for welfare, hygiene and efficiency of animal nutrition, using less antibiotics and chemicals such as pesticide. Working for this company, I have the feeling to work in a sustainable spirit. It was part of the reason I wanted to work for it. We also work daily with people from all religion, all countries, all languages, learning more about different culture. This is part of		Trust is not easy to give right from the beginning. I have the great chance to be helped by people that had more trust and gave it to me from first seeing. Come back in few years and there will be more X on the left.	Competitiveness is not being put against social responsibility but with it. It is very important that we can grow an enterprise the good way as long as the people giving the effort see the payback. This is to me the important part that we can see in a family enterprise like the one I work for. Also the money earn by the company is put back into it R&D investment and better work condition. This gives more competitiveness but at the			French, Caucasian, Male, 30-45, Bretagne, France, G, M
59	development based on a balance societal, economic and environmental							European, Breton, France, French, Male, Punjab, India, Graduate, M,

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
60	preserve our resources and used to better	too social not only empowers people		trust earned over time and achieves	competitiveness depends not only businesses but also the policies put in place by the authorities		work always pays at one time or another and require relations with others	French, Breton, Male, 30-45, Senegal, Africa, UG, NM, 30-45
61	Consideration of environmental and social concepts on a global scale, government and business							Bretagne, France, European, Female, G, NM, 18-29
62	Economic development that respects the environment and social rights							Port Louis, France, Female, M, G, 30-45
63	economic growth	social crisis facing the sustainable development and social responsibility are very important			responsible society			Bretagne, France, Female, Doctorate, SM, 30-45

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
64	Adaptation and assimilation complete integrated solutions and effective long term and continually involving responsibility towards the generations to come, creating a culture and style of living in accordance with the present and future resources.	These concepts are radically transforming the lives and sense of human beings and that existing systems are still theories and discourses in vogue for us and our governments, but they are aware and reconsider our attitude towards ourselves and our planet, by understanding and assimilating first-level staff at each level and after the community...nations to become reality, and put into practice		A positive, constructive and responsible in continuing the good things our predecessors , we solidarizing to recreate on a solid foundation of our society	Question #17 - They (CSR, Sustainability and CSP) determine the competitiveness s s		continuously cultivate the relational levels of life and true educational values that surround us	Giurigu, Romania, Romanian, Female, M, Graduate, 30-45
65	Efforts address triple bottom line- social, environmental, and economic viability.		Combination of what comes out of investigative journalism and science fiction.					White, USA, Female, Graduate, 18-29, M
66	Choose the means of development (especially industrial) today in a way that will not affect the life and development of tomorrow.							Bucharest, Romania, Romanian, Male, 45-60, Doctorate, NM
67	The process of continued use of a resource or system with continued effectiveness of the outcome.		involving others					Male, Doctorate, 45 60, M

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
68	Systems must be sustainable environmentally, economically and socially.							White, Male, USA, Fredericksburg, VA, Doctorate, 45-60, M
69	Processes where there is no environmental degradation and where the natural resources being consumed are completely renewable							USA, Maryland, Male, White, 60-75, Doctorate, M
70	3 pillar							USA, Mid-Atlantic, Male, 45-60, Doctorate, Mgt
71	Balancing agricultural, industrial and intellectual productivity with the conservation, preservation and restoration of the earth's natural resources for future generations.	Can companies practice CSR without bothering with sustainability as I defined it? I believe they can..		trust is earned	How does the individual fit in, when most of the CSR and competitiveness evaluations are at the macro level?			White, Male, USA, Mid-Atlantic, 45-60, Doctorate, SM
72	How we operate in the social, cultural, and economic environment within the context of our work.							White, USA, Mid-Atlantic, 45-60, graduate, female, sm
73	Long term productive, economic, environmental and social viability							White, Male, USA, 45-60, graduate, m
74	Sustainability is the possibility to pass the world on to our children							Haute-Normandie, France, French, Female, 18-29, G, M
75	decision making that considers the three pillars							USA, NE, Male, White, 60-75, M, G

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
76	Brundlandt and 3 pillars							Male, Graduate, Beijing China, 18-29, SM
77	Long-term 3 pillars environment	good balance=good progress over time	take care of people around us					Male, Brittany, France, French, G, M
78	Sustainability is the principle or term used to describe conditions or atmosphere created to ensure that an activity, or plan can be viable for present situations and also for long term effects without compromising itself or the factor	It can be merged together for the good		I trust completely makes it difficult to choose unless. In my case, my mum and siblings, I would choose trust completely. However, family there is too big for				Greater Accra, Ashanti Region, Ghana. Undergrad.
79	Using fewer resources for well human deeds with reducing its impact in environment and on the local people	Each and every person of the society is responsible for their environment and to live in a good situation with all their sources they have BUT with less environmental impacts. The people should understand these three points and to be socially responsible. But there has to be someone to transfer these messages to the local people who have not heard about corporate social responsibility.		In each and every step of life trust is important to keep relationship and develop our business.			serve others in the community	Afghan, Afghanistan, Male, doctorate, 18-29, M

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Participant Number	Sustainability Comments	CSR Comments	Definition of Social	Trust by Group	Other Comments	Competiveness Comments	Values and Beliefs by Group	Demographics
80	Cf King of Thailand and Sustainable development.							Indonesia, male, 18 29, doctorate, NM
81	something that can stand a long time		The way of life of people					Male, Doctorate, 40 45, M

Appendix C: Interview Questions

Sustainability/CSR/CSP Knowledgeable Employee Interview Questions

1. How do you and others (local communities, government, and corporations) define sustainability, corporate social responsibility (CSR), corporate social performance (CSP), responsibility and competitiveness?
2. How can corporations, governments and local communities create processes and patterns of shared responsibility and learning? For example, do you share social responsibility and sustainability issues with local communities? If so, what have you learned and how can your organization select the right local community?
3. How do you measure sustainability, CSR and CSP? What needs to be measured effectively to impact financial returns?
4. Who determines responsibility between local communities, governments and corporations? What is the difference in responsibility levels?
5. Please describe any gaps in the rule structures of sustainability, CSR and CSP that you have experienced.
6. How do changing individual and group values and beliefs in your organization and society shape and impact sustainability, CSR and CSP?
7. If there is no CSR, CSP and sustainability strategy, is there a vision or mission statement/corporate plan/other structure?
8. Has the organization's CSR, CSP and sustainability been audited/reviewed to evaluate its effectiveness?
9. How do you monitor social performance and social responsibility?

10. Do you receive training on CSR, CSP and sustainability? Is it effective for inter-organizational learning? Why or why not?
11. Do you report on CSR, CSP and sustainability? If so, what types of reports are published?

Employees New To Sustainability/CSR/CSP Knowledge Interview Questions

1. How can local communities collaborate with corporations and governments to advance the local community's competitive will (desire to achieve high or superior performance) and capacity? What needs to be measured to determine if the local community is competitive (government/corporation)?
2. Are there situations when corporations and governments should not take the local community into account? And, if so by how much?
3. Does the current practice of sustainability, CSR and CSP limit social learning, competitiveness and financial returns? If so, by how much? Does your organization currently measure the financial impact of CSR, CSP and sustainability?
4. What are the legal, environmental, social, economic, technological, religious, cultural and political attributes of perceived and reality-based risk management between local communities, government and corporations?
5. Is social learning and relationship building impacted by responsibility, trust and competitiveness? Why or why not?
6. Have you dealt with disengagement and rumor by local communities? If so, how has the quality of responsibility and participation impacted the relationships and competitiveness within your organization?
7. Are local communities taking responsibility to work with your organization? Why or why not?
8. Are society's attitude towards work and ethics linked to responsibility? For example, is responsibility an outcome of hard work and ethical behavior?

9. Please describe how citizens can drive progress and change towards social responsibility in your country?
10. What activities/initiatives is your organization undertaking with the local community?
What is the impact upon the organization's reputation and the local community's reputation?
11. Can you tell me about situations in which your organization and the local communities, government and corporations have worked well together?
12. What was the most beneficial to your local community development and relationship efforts?

APPENDIX D: Current CSR/Sustainability Social Domain Strategies and Risk Indicators/Outcomes of Selected Corporations

Company Name	Social Domain Strategies in Current CSR/Sustainability/CSV* Reports	Current CSR/Sustainability Risk Indicators
BP	<ul style="list-style-type: none"> ▪ Local content development strategies ▪ Local stakeholder engagement and well-being strategies ▪ Corporate Philanthropy 	<ul style="list-style-type: none"> ▪ Social Fragmentation ▪ Trust/Reputation Management ▪ Social Responsibility / Sustainability Knowledge Fragmentation
Sodexo	<ul style="list-style-type: none"> ▪ Promote nutrition, health and wellness ▪ Local community development ▪ Customer wellness solutions ▪ Corporate philanthropy 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
*Nestle	<ul style="list-style-type: none"> ▪ Local rural development ▪ Core business shared value social alignment strategies 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation ▪ Social Fragmentation
Ingredion	<ul style="list-style-type: none"> ▪ Corporate philanthropy ▪ Promoting safety and health ▪ Customer collaboration strategies 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
Procter and Gamble (P&G)	<ul style="list-style-type: none"> ▪ Improve and save children's lives ▪ Socially responsible products and services ▪ Corporate philanthropy 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
CISCO	<ul style="list-style-type: none"> ▪ Collaboration through social networks to multiply social impact ▪ You + 	<ul style="list-style-type: none"> ▪ Social Fragmentation ▪ Individual Driven

	Networks=Impact	
Olmix	<ul style="list-style-type: none"> ▪ Collaboration with farmers and large agricultural companies to promote public health and wellness 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation

Company Name	Social Domain Strategies in Current SR/Sustainability Report	Current CSR/Sustainability Risk Indicators
The Hershey Company	<ul style="list-style-type: none"> ▪ Supply Chain ▪ Operations ▪ Corporate Philanthropy 	<ul style="list-style-type: none"> ▪ Social Fragmentation
General Electric	<ul style="list-style-type: none"> ▪ Helping customers to become more sustainable ▪ Build local capacity ▪ Corporate philanthropy 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
BASF	<ul style="list-style-type: none"> ▪ Engage in dialogue with relevant stakeholders ▪ Education and International Projects 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
Campbell Soup	<ul style="list-style-type: none"> ▪ Corporate philanthropy ▪ Health and wellness of consumers and local communities 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation
DuPont	<ul style="list-style-type: none"> ▪ Protecting people and keeping the environment safe from harm ▪ Global presence with each facility leader empowered to work with local community leaders for corporate philanthropy 	<ul style="list-style-type: none"> ▪ Social Responsibility / Sustainability Knowledge Fragmentation

